



EXECUTIVE MAYOR'S FOREWORD

The result of the 2009 elections re-affirmed the hope and faith that South Africans have on the people's movement, the African National Congress (ANC).

The people have spoken and the result of their voice has ushered the ANC back into the government fold with an overwhelming majority. Our people have succinctly said: "You are the only political party that can extricate us from the bondage of poverty, hunger, ignorance, deprivation and underdevelopment."

This call is therefore giving us a responsibility to respond to it. Our election manifesto said: "Working together we can do more." Now is the time to live up to the expectations we created. The past 15 years saw the ANC laying a strong foundation for development. We have been building on it, and our challenge now is how to fast-track the process of delivering development.

The new cabinet would like to see a government that is able to expedite service delivery and which is founded on the principles of participation, dedication, co-operation and diligence. Gone are the days when too much valuable time was spent on trivial issues at the expense of delivering services to our suffering communities.

Our efforts will now be re-directed to issues that matter. Councillors will roll up their sleeves and make sure that ward committees and CDWs are functional. Municipal managers will, on the other hand, infuse energy to the administrative arm of government to ensure that issues of service delivery gain momentum and are handled with utmost urgency.

This IDP has been prepared in the spirit of progressive development aimed at improving the lives of our people. Your active participation will propel us to achieve more. There are no spectators as far as service delivery and development are concerned. Each one of us has a crucial role to play.

.....

Executive Mayor

Mogobo David Magabe



FOREWORD BY THE MUNICIPAL MANAGER

The 2009/2010 reviewed IDP is giving us a challenge to transform election promises into tangible realities. By working together we should be able to achieve more. This reviewed IDP is a step toward realization of that ideal. My office is dedicated towards the acquisition and sustenance of skills that will facilitate project planning, implementation, monitoring and evaluation.

While pushing back the frontiers of service delivery backlogs remains the main focus, the stimulation of local economic development occupies the central part of our business. Greater Sekhukhune District is endowed with, and has an abundance of vast natural resources that are still yet to be tapped and beneficiated. To this end, we are still busy with precinct development plans for our main nodes. The project will define the development role each precinct will play based on the analysis of both the natural and environmental factors.

The supply of water from our main dams – namely - Flag Boshielo, De Hoop and Loskop will have added meaning and advantage in that more business ventures will be unlocked thereby supporting the precinct development proposals. The plans will also bring about the much-awaited Township Development projects that will give meaning and nodal inertia to our rural municipalities that are desperately in need of our focus and attention.

While we would have liked to have more budget allocations for projects, we understand the economic crisis that is engulfing the whole world and in the case of South Africa the economy is in recession for the first time in 17 years. With all these difficulties, we intend to do our best and make considerable progress within the limited financial resources at our disposal.

We will ensure that financial discipline and compliance are maintained and continue to transform public service; co-operate with other spheres of government and ensure that we monitor and evaluate the projects we implement.

My administration will not tolerate indolence. This reviewed IDP becomes a book and not a plan. Together we should implement this reviewed IDP and ensure that development is not a topic, but a tangible action.

Acting Municipal Manager

Samson Makunyane

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Abbreviations

ANC	Antenatal clients (Health section)
ASGISA	Accelerated and shared growth initiative for South Africa
CFO	Chief Financial Officer
CSO	Civil society organisation
DLGH	Department Of Local Government and Housing (Limpopo)
DM	District Municipality
DME	Department of Mineral and Energy Affairs
DoA	Department of Agriculture
DWAF	Department of Water Affairs and Forestry
EIA	Environmental Impact Assessment
FBE	Free basic electricity
FIVIMS	Food insecurity and vulnerability information management system
GGP	Gross Geographic Product
GSDM	Greater Sekhukhune District Municipality
IDP	Integrated development plan
ISRDS	Integrated sustainable rural development strategy
LED	Local economic development
LGDS	Limpopo growth and development strategy
LIBSA	Limpopo Business Support Agency
LIMDEV	Limpopo Economic Development Enterprise
LM	Local Municipality
LSM	Living standard measures
LUMS	Land Use Management System
MDG	Millennium Development Goal
MLL	Minimum Living Level
MM	Municipal Manager
MTEF	Medium Term Expenditure Framework
NGO	Non governmental organisation
NSDP	National Spatial Development Perspective
PGM	Platinum group metals
PHC	Primary health care
PMS	Performance Management System
RAL	Roads Agency Limpopo
RDP	Reconstruction and Development Programme
SAPS	South African Police Services
SDBIP	Service delivery business implementation plan
SDF	Spatial development framework
SMME	Small, medium and micro enterprise
URP	Urban renewal programme
WSA	Water Services Authority
WSDP	Water Services Development Plan

A note on methodology

The Sekhukhune District's approach to this review process was consultative and participatory. The process included integrating and aligning actions and programmes with all local municipalities and other stakeholders through the adopted frameworks as well as the process plans. The process necessitated that various meetings/workshops be held with local municipalities, government departments and other stakeholders through the established structures mentioned above. Although most of the work was done by the steering committee, it was also important that regular meetings/consultations with other structures were done to ensure representation and participation. Local municipalities also have their own structures which are established for the review process where local needs and issues are raised to inform the local IDPs. It is at the district steering committee where alignment of processes, projects and budgets between the district and local municipalities are ensured.

The review process was done in terms of the IDP methodology guide pack which provides phases of the IDP process. All the phases were incorporated in the district IDP framework programme linking all the activities by both the district and local municipalities not leaving behind integration with national and provincial government.

The district like most municipalities is sourcing most of its primary data from Statistics SA 2007 reports. Other sources with updated information have also been used, including the recently developed strategies at the district level as well as strategies and reports developed at provincial and national level. All information sourced is referenced throughout the document. It should be noted that common baseline information is still a challenge not only in GSMD but most of the municipalities and government departments.

Executive Summary

The 2009/10 reviewed IDP was conceived during a period of political uncertainty. However the services that are supposed to be rendered to our people were never swayed. Our roles and responsibilities as a municipality remained untainted. Hence we managed to produce this product.

The 2009/10 Reviewed IDP is organized as follows.

Chapter 1 is the Preparatory Phase. It covers the following headings, the introductory note, where GSDM is located, a history of names, the scope that should be covered, the legislative and policy framework, the powers and functions and what the district is authorized to do. The chapter also touches on previous year IDP highlights, the MEC's comments for the same year the IDP Process Plan and how communication was handled to ensure that there was genuine participation

Chapter 2 deals with the analysis of the situation in GSDM. The socio, economic, political, environmental and demographic characteristics of the population were analyzed and critical issues derived from the analysis.

Chapter 3 deals with visioning development challenges, priorities and strategies. This will help us to stay focused.

Chapter 4 deals with project that the municipality and other spheres of government intend implementing in the 2009/10 financial year. The projects are accompanied by budget commitments.

Chapter 5 which is Integration deals with the sector plans that have been prepared to assist with a better understanding of sectoral challenges, how they should be addressed and the phasing of such solutions. These plans added a valuable foresight in the project identification and budgetary implications of the projects in chapter 4

1. PREPARATORY PHASE

1.1 Introduction

Sekhukhune is an area with a long and proud history. It is also a place of majestic beauty with regal mountains, lush valleys and meandering rivers. Under its soil, lie vast deposits of precious metals – so vast that they today contain the largest reserves of platinum group metals in the world. Above its soil, sprout more than 2200 indigenous species of vascular plants, making it an area of exceptionally high biodiversity that is globally recognised. It is a land blessed by natural beauty, unusual resource endowments and a compelling history dating back to the 16th century.

The people of Sekhukhune still remember the heritage bequeathed to them by their forefathers – by the legendary King Sekhukhune Ist who is still commemorated by South African leaders today, by the compassionate Pretoria Bishop, Michael Furse, who championed the cause of mineworkers in the early 1900s, by the hundreds of migrant workers who belonged to the celebrated Fetakgomo movement in the 1950s and by more recent heroes like Elias Motsoaledi. It is a legacy of resilience against all odds, and a commitment to uplifting the lives of the ordinary people of the region.

1.2 Location

Modern-day Sekhukhune is found in Limpopo province, the northern-most part of South Africa. It covers an area of approximately 13 264 square meters, most of which is rural. It is estimated that only 5% of the Sekhukhune population live in urban areas. The main urban centres are Groblersdal, Marble Hall, Burgersfort, Jane Furse, Ohrigstad, Steelpoort and Driekop. Outside these major towns, one finds almost 605 villages, which are generally sparsely populated and dispersed throughout the District. The area's towns and villages are serviced by its major rivers – the Olifants River, Tubatse (Steelpoort) River and the Elands River, all of which supply a number of large dams. The Sekhukhune economy is driven largely by agriculture, mining and tourism.

History behind the names

Elias Motsoaledi: A legendary hero who was born in Nebo and was later sentenced to life imprisonment as part of the Rivonia treason trial. He spent 26 years on Robben Island until his release in 1989.

Fetakgomo: The Sebatakgomo organisation was first founded by migrant workers in the 1950s. It later resurfaced as Fetakgomo, a Pedi idiom which appeals for unity.

Makhuduthamaga: Literally meaning “the executive”, this was a term used to denote members of the Fetakgomo movement in the 1950s

Marble Hall: In 1920, a Pretoria game-hunter discovered marble deposits in the area. He then encouraged some English-speaking friends to visit the site that he called Marble Hol (hole) – a linguistic mistake that is now ingrained in history as Marble Hall.

Tubatse: Named after the famous Tubatse (Steelpoort) River. The capital of the early Pedi Empire, Manganeng, was found on the banks of this river in the early 1800s.

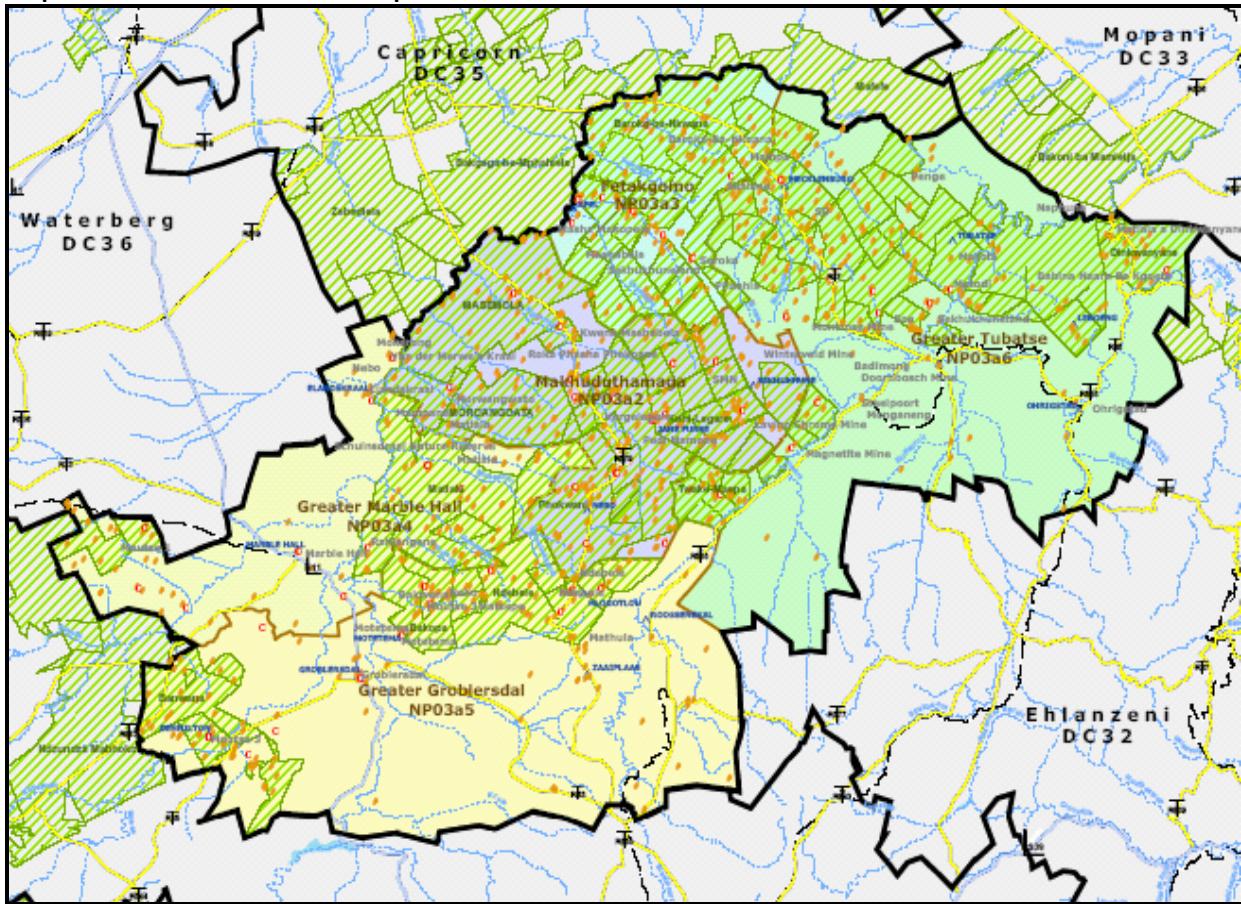
1.3 Identity

The area is governed by the Greater Sekhukhune District Municipality (GSDM), a Category C municipality established in December 2000. Until early 2006, the District was a cross-border municipality, straddling the Limpopo and Mpumalanga provinces. In 2005, following a Constitutional amendment disestablishing

cross-border municipalities, the District was wholly incorporated into Limpopo Province – a move that has caused some social tensions in the area.

The District is made up of 5 local municipalities (LMs) – Elias Motsoaledi Local Municipality (formerly the Groblersdal Local Municipality), Fetakgomo Local Municipality, Greater Marble Hall Local Municipality, Greater Tubatse Local Municipality and Makhuduthamaga Local Municipality. Marble Hall Municipality is predictably found within the Marble Hall area, whilst the others are centred on major conurbations like Groblersdal (Elias Motsoaledi), Apel (Fetakgomo), Burgersfort (Tubatse) and Jane Furse (Makhuduthamaga).

Map of Sekhukhune District municipal area



In May 2006, the District developed its five year Integrated Development Plan (IDP) covering the period 2006 to 2011. In line with legislative requirements, this document is an annual review of that IDP for 2009/10. As will be evident from the rest of this Plan, we have confirmed many of the challenges we face, re-committed ourselves to our development strategies and adopted a set of annual projects that will incrementally assist us in attaining our overarching developmental vision.

1.4 Scope

Integrated development planning is one of the key tools used by the South African Government to tackle its developmental role as required by the Constitutions of South Africa and other applicable legislation. Integrated Development Planning is a function of municipal management and is part of an integrated system of planning and delivery. The integrated development planning process is meant to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. It therefore not only inform municipal management on key issues, but also guides the activities of any agency from the spheres of government, corporate service providers , NGOs and the private sector within municipal areas.

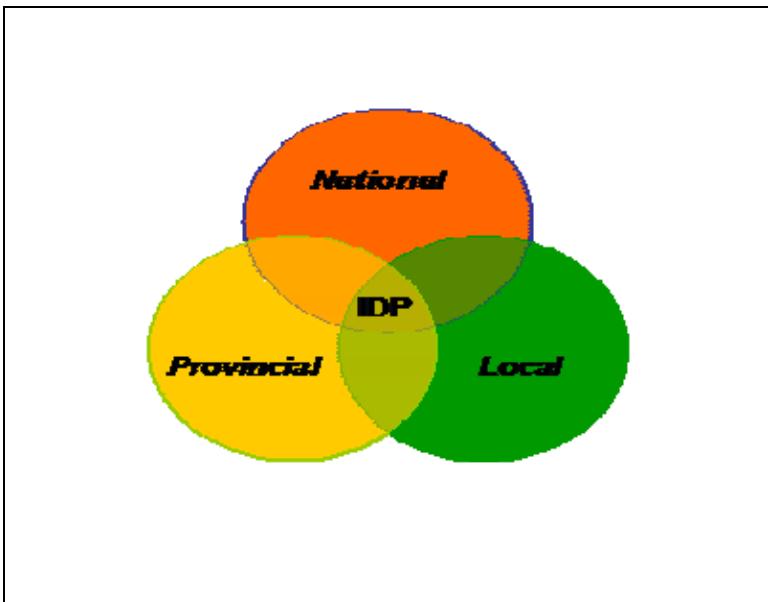
Integrated development planning is a process through which municipalities prepare an integrated development plan (IDP) which is the strategic planning instrument that guides and informs all planning, budgeting, management and decision-making in a municipality. The purpose of the IDP is to foster more appropriate service delivery by providing the framework for economic and social development within the municipality.

IDP is a mechanism for alignment and coordination between different spheres of government and sectors of development because it:

- Serves as a basis for communication and interaction between different spheres of Government and sectors of development.
- Ensures accountability and partnership by debating concrete issues, planning and resource allocation decisions.
- Harnesses all public resources of the three spheres of government, behind common goals within a framework of municipal support.
- Promotes integration of sectorally divided departments at local level.

In this way cooperative governance is encouraged so that service delivery to the most needy can be expedited. The cooperative governance in the Integrated Development Planning process between three spheres of government can be illustrated as follows:

Spheres of Government



Local Sphere

At local government sphere, municipalities and metros formulate, adopt and implement IDPs in terms of Municipal Systems Act 32 of 2000 and other relevant legislations. Community and stakeholder participation in determining the needs and priorities is central in the IDP process. The IDP process is however not collection of community needs or plans but are municipal wide plans that have to take those needs into account together with strategic issues incorporating provincial and national priorities and strategies.

Provincial Sphere

Development planning at this level occurs through the Provincial Growth and Development Strategies (PGDS) that are driven by the Offices of the Premiers. It is at this level where coordination and alignment between district municipalities, as well as alignment of IDPs with sector department policies and programmes is facilitated.

National Sphere

National provides legislations and policies in support of IDPs and should be aligned with provincial policies and strategies. There are also policy frameworks from various national departments affecting the formulation of the IDPs. It is also at this level where significant amount of financial resources for the implementation of projects lie with sector departments. The availability of the IDP provides guidance to the departments as to where their services are required and hence where to allocate resources.

1.5 MANDATES

The review of the IDP is a legislated exercise that should be done every year for a period of 5 years in terms of the Municipal System Act 32 2000, Section 34 (a) (b). As a plan that seeks to integrate and co-ordinate plans and policies of all spheres of government, its preparation is based on the legislations and policies of the time.

1.5.1 The legislative mandates are the following:

- the Constitution Act 108 of 1996
- Development Facilitation Act 67 of 1995
- Municipal Demarcation Act, 1998
- Municipal Structure Act, 1998
- Municipal System Act 32 of 2000
- Municipal Finance Management Act, 2003
- National Environmental Management Act, 1998

1.5.2 Policy Framework

- Whitepaper on Local Government, 1998
- Reconstruction and Development Programme, 1994
- National Spatial Development Perspective
- Limpopo Provincial Growth and Development Strategy
- Strategic Alignment with National and Provincial Spheres of Government
- Accelerated and Shared Growth Initiatives of South Africa (ASGISA)
- Expanded Public Works Programmes (EPWP)
- Apex Priorities

1.5.2.1 Municipal planning within an intergovernmental system

Integrated development planning at local sphere should not be viewed in isolation from that of major national and provincial development plans. It is a key priority for government to work as a whole and improve the impact of its programmes in achieving common objectives and outcomes particularly with respect to economic growth and addressing the needs of the poor. This requires improvement in performance through focused implementation and better integration and alignment across all spheres.

The need to obtain a shared approach to planning and alignment between the Provincial Growth and Development Strategies (PGDSs), IDPs, and the National Spatial Development Perspective (NSDP) is always stressed in government occasions including president's State of the Nations Address. The PGDS, IDP, and NSDP are regarded as planning instruments which together with the Medium Term Strategic Framework (MTSF) form the core of the South African intergovernmental planning system.

This chapter looks at the above-mentioned strategies that the district IDP is located within.

1.5.2.1.1 The National Spatial Development Perspective

The National Spatial Development Perspective (NSDP) (Presidency, 2006) is the primary spatial lens through which policymakers view socio-economic development in the country as a whole. It presents a wide variety of socio-economic trends emerging in South Africa, and then draws inferences about how that emerging space economy should affect public investment (expenditure) in the immediate future.

1.5.2.1.2 National Spatial Development Plan and Principles

Those interpretations and conclusions are, however, guided by a number of normative principles that ultimately steer national infrastructure investment and development decisions. The five NSDP principles are that:

Sustained, inclusive and rapid economic growth is a pre-requisite for the achievement of other policy objectives (especially poverty alleviation). Government has a Constitutional obligation to provide basic services (water, electricity, health, education, etc) to all citizens wherever they reside

Beyond the Constitutional obligation identified above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential. This would enable it to leverage in private investment, to stimulate sustainable economic activities and to create long-term employment opportunities.

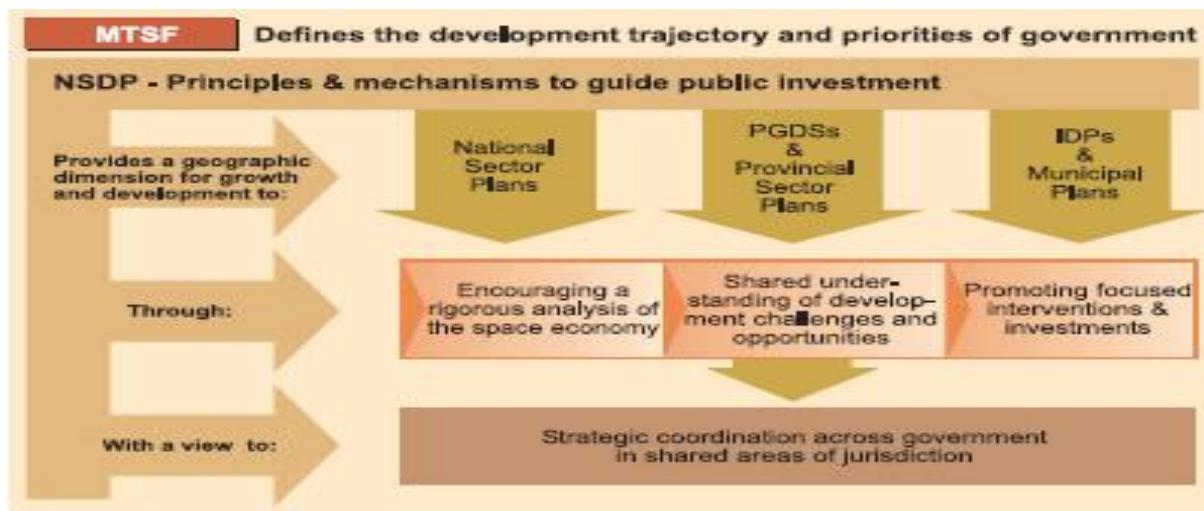
Efforts to address past and current social inequalities should focus on people, not places. In places with low economic potential, government should, beyond the provision of basic services, concentrate mainly on human capital development (through providing education, social grants and poverty-relief programmes).

Government should also provide people living in these areas with labour-market information to allow them to migrate to other (higher-potential) localities if they choose to do so.

Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to/link to the main growth centres in the country. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa.

These principles are aimed specifically at focusing government action and investment to achieve maximum social and economic impact within the context of limited resources. These principles facilitate structured and rigorous analysis that enables comparison between places and between sectors, to assist all three spheres of government in weighing up trade-offs, making clear choices and maximizing the impact of scarce state funds. It also necessitates the regular updating and sharing of information to prevent duplication and ensuring that decisions are based on the current reality on the ground. The diagram below illustrates:

The NSDP principles and perspective informing the basis for robust analysis for the three spheres of government.



Source: National Spatial Development Perspective. The Presidency (2006)

The NSDP indicates that each sphere of government has its own distinct development tasks and related planning frameworks corresponding to the scale of operations and the area of jurisdiction. For these frameworks to be coordinated and strategically aligned, each sphere will have to adopt the NSDP methodology and approach.

1.5.2.1.3 The Limpopo Growth and Development Strategy

The Limpopo Growth and Development Strategy (LGDS) (Limpopo Province, 2005) is aimed at enhancing the competitive advantages of the province. It is underpinned by a number of objectives:

- Improving the quality of life of the people of Limpopo
- Growing the economy of the province, especially through mining, tourism and agriculture
- Enhancing innovation and competitiveness
- Pursuing regional integration
- Improving the institutional efficiency and effectiveness of government

The core of the Strategy centres on promoting seven economic development clusters, each of which has a spatial reference are in the table below:

Table 1: Key LGDS clusters

Cluster	Spatial location
Platinum and chrome mining cluster	Dilokong Corridor between Polokwane and Burgersfort (Sekhukhune District) Waterberg District
Coal mining and petrochemical cluster	Lephalale on the East-West corridor (Waterberg District)
Horticulture (fruit and vegetable cluster)	Vhembe District Mopani District (former) Bohlabela District

Logistics cluster	Polokwane (Capricorn)
Red and white meat cluster on all the corridors	All Districts
Forestry cluster	Mopani District Vhembe District
Tourism cluster	All Districts

Source: Limpopo Province (2005). Limpopo Growth and Development Strategy

As indicated by the table above, the 3 strategic clusters for the Sekhukhune District to take note of are the:

Platinum mining cluster
Red and white meat cluster

Tourism cluster

Each of these is discussed in more detail below.

Platinum and chrome mining cluster

The LGDS identifies a number of anchor projects for the platinum/chrome mining cluster, which include the nurturing of new mines as well as smelters in the affected areas. It also identifies upstream activities (such as input suppliers) as crucially important. Downstream activities, on the other hand, focus on the potential high-value uses of these minerals in auto catalysts, jewellery production and so forth.

A case for value-adding activities

Background research that has been done for the Sekhukhune 2025 *Strategy* points out that the value of platinum group metal (PGM) ore is very low – in fact, possibly as low as 30 cents/kg. Some estimates place the value of the ordinary (just mined) platinum ore at only 13% of the refined material (Goode and Granville, 2006).

The LGDS also calls for a number of public sector interventions to maximize the potential opportunities of this cluster. These include upgrading the road between Burgersfort and Polokwane, water source development, skills development (especially around mining) and improved service delivery for residential development around the mines.

It must be noted that this is a critically important cluster for the Sekhukhune District because, as the next chapter will show, the platinum mining sector is predicted to expand rapidly over the next 20 years in the area.

Red and white meat cluster

The red and white meat cluster targets cattle, poultry and animal-feed production in the province. According to the LGDS, significant potential also exists for goat farming and using the growing game farming industry as an entry point into the venison market.

A number of public sector interventions are identified that will assist in the development of this cluster. These include the commercialisation of state farms, developing the skills of emerging livestock farmers and encouraging public-private partnerships with established commercial farmers.

Some of these ideas are already being tested in Sekhukhune. Marble Hall Local Municipality, for instance, has recently made concerted efforts to link emerging farmers with established commercial farmers in the area.

Tourism cluster

Limpopo enjoys a unique competitive advantage in tourism. Amongst its many potential attractions, the LGDS singles out the following key sub-clusters:

Special interest activities (such as Mapungubwe and Nylsvlei birding)
Game-industry value chain
Golf and game tours
Biospheres (such as Waterberg, Soutpansberg and Lowveld)
Family entertainment (including resorts, sports places and picnic spots)
Polokwane business tourism (anchor projects to include an international convention centre, sporting complex and the airport)
Mountain adventure on escarpments
Trans-frontier Parks

Many of these identified sub-clusters have direct significance for Sekhukhune. As with the other clusters, the LGDS also identifies the types of public sector interventions that could facilitate the growth of tourism in Limpopo. This includes the commercialization of provincial game reserves, education and skills development in the sector, the rehabilitation of degraded landscapes, the improvement of access roads and collective marketing. These interventions are in line with current thinking within the Sekhukhune District and the adopted *2025 Development Strategy* which place considerable emphasis on improving road and other infrastructure in order to enhance tourism.

1.5.2.1.4 Provincial Spatial Rationale

Settlement clusters

The Spatial Rationale proposed a hierarchy of settlements based on the activities and densities. The 13 settlement clusters consist of 3 types of growth points and population concentrations which are also referred to as first and second order settlements in terms of the proposed settlement hierarchy. The number and type of first order settlements, being growth points, are the following:

The 13 settlement clusters consist of 3 types of growth points and population concentrations which are 3 provincial growth points namely Burgersfort, Groblersdal and Marble Hall; 2 district growth points namely Steelpoort and Jane Furse; 9 municipal growth points namely Sesehu, Driekop, Magakala, Ohrigstad, Nebo, Van Der Merweskraal, Elandskraal, Tafelkop and Monsterlus.

There are a total of 14 growth points in the Sekhukhune District. Most of the growth points are situated in the Greater Tubatse Local Municipality [5 growth points] and is followed by Greater Groblersdal (Elias Motsoaledi) and Marble Hall Local Municipalities [3 growth points each]. Approximately 14% of the total population is residing in settlements which form part of the 3 types of growth points mentioned above.

The district also has a total of 12 population concentration points which accommodates approximately 41% of the total population of the district.

In the 26 growth points and population concentration points (all situated in 13 settlement clusters) Reside approximately 56% of the total population of the Sekhukhune District.

The settlement hierarchy and specifically the first order settlements (3 types of growth points) and second order settlements (population concentration points) reflects the following tendencies with respect to individual local municipality areas, viz.:

Approximately 70% of the total population of Greater Groblersdal (Elias Motsoaledi) Local Municipality is residing in growth points and population concentrations;

Greater Marble Hall Local Municipality has 69% of its total population residing in growth points and population concentrations;

Makhuduthamaga Local Municipality has 54% of its total population residing in growth points and population concentration points;

Greater Tubatse Local Municipality has 40% of its total population situated in growth points and population concentration points;

Fetakgomo Local Municipality has 42% of its total population residing in growth points and population concentration points;

Another ±10% of the total population in the District Municipality is situated in 28 settlements which are classified as local service points. Only approximately 31% of the total population in the district municipal area is located in 4th and 5th order settlements (being village service areas and small settlements); and the remaining approximately 3% of the population in the Sekhukhune District Municipal area is situated in the farming areas.

The settlement pattern elucidated above proposes the spatial development system that should guide development, provision of infrastructure, services and location of facilities. The district needs to ensure that local municipalities develop the centers as proposed and have them as part of their SDF and LED implementation strategies.

1.5.2.1.5 Millennium Development Goals

Millennium Development Goals

Access to basic water for all by 2008

Access to basic sanitation at RDP level by 2010

All schools and clinics have access to water and sanitation by 2007

Bucket toilet system to be eradicated by 2006

Electricity to all households by 2012

Halve unemployment by 2014

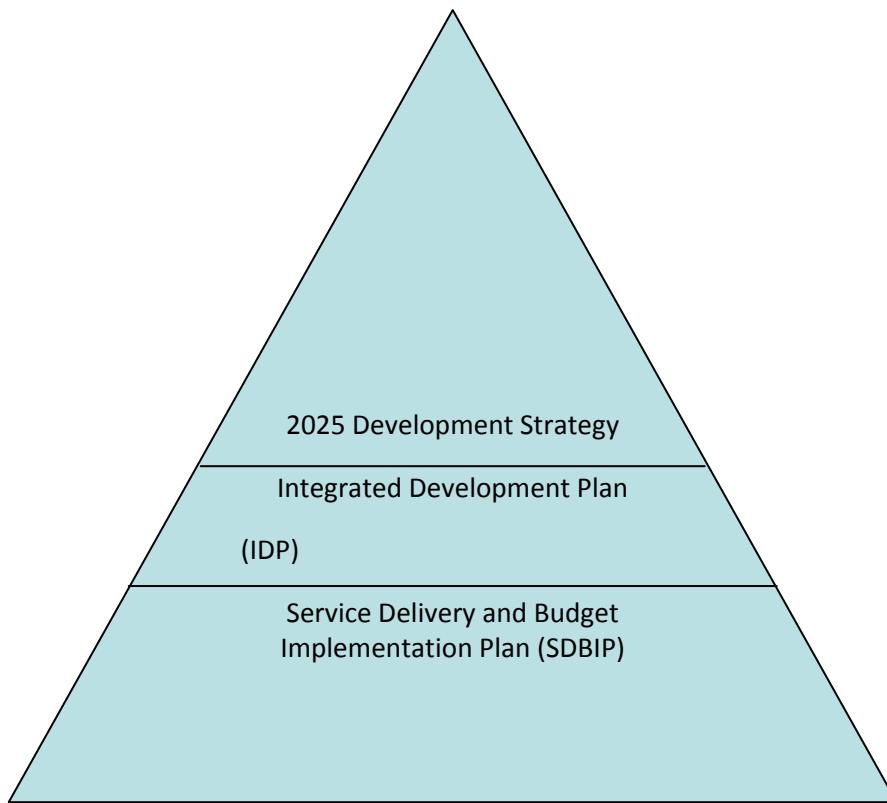
Economic growth of 6% by 2010

Access to education and health care for all

1.5.2.1.6 2025 Development Strategy (District Municipality's Long-term Strategy)

The Sekhukhune 2025 Development Strategy is an articulation of the longer term strategic direction to be pursued by the district as well as social partners in order to accelerate economic growth and enhance development in the district.

The 2025 Development Strategy is aligned and harmonized with various mandatory plans prescribed in various pieces of legislations. In terms of hierarchy, the plans can be visualized as shown below:



The 2025 Development Strategy in this hierarchy charts a long-term strategic course and makes some of the bigger, overarching decisions about what the District ought to emphasize;

The Integrated Development Plan (IDP) defines what will be achieved in 5 years flowing from the strategy;

The Service Delivery and Budget Implementation Plan (SDBIP) articulate what will be done in 1 year.

The 2025 Development strategy is structured into three components:

Baseline Research: trends analysis in various thematic issues that are considered as shaping the district's present and future. These include a whole range of social, economic, political and environmental trends;

Scenarios: Four scenarios on different types of futures that might be experienced in Sekhukhune depending on particular choice of policy positions;

Investment Plans: Detailed short-to-medium term priority plans to be pursued by the district.

1.6 POWERS AND FUNCTIONS

Table 2: Powers and Functions of the Municipalities as outlined in Section 156(1) of the constitution are as follows:

Schedule 4 Part B	Schedule 5 Part B
<ul style="list-style-type: none"> • Air pollution • Building regulations • Child care facilities • Electricity and gas reticulation • Firefighting services • Local tourism • Municipal airports • Municipal planning • Municipal health services • Municipal public transport • Municipal public works • Pontoons, ferries, jetties, piers and harbours, • Storm water management systems in built-up areas • Trading regulations • Water and sanitation services 	<ul style="list-style-type: none"> • Beaches and amusement facilities • Billboards and the display of advertisements in public places • Cemeteries, funeral parlours and crematoria • Cleansing • Control of public nuisances • Control of undertakings that sell liquor to the public • Facilities for the accommodation, care and burial of animals • Fencing and fences • Licensing of dogs • Licensing and control of undertakings that sell food to the public • Local amenities • Local sport facilities • Markets • Municipal abattoirs • Municipal parks and recreation • Municipal roads • Noise pollution • Pounds • Public places • Refuse removal, refuse dumps and solid waste disposal • Street trading • Street lighting • Traffic and parking

1.7 AUTHORIZATIONS

Table 3: The following functions are authorized to be performed by District Municipality

FUNCTIONS	GREATER SEKHUKHUNE DISTRICT MUNICIPALITY
AIR POLLUTION	-
BUILDING REGULATIONS	-
CHILD CARE FACILITIES	-
ELECTRICITY RETICULATION	NO
FIRE FIGHTING	YES
LOCAL TOURISM	YES
MUNICIPAL AIRPORT	YES
MUNICIPAL PLANNING	IDPS
MUNICIPAL HEALTH SERVICES	PERFORMS ITS OWN FUNCTION
MUNICIPAL PUBLIC TRANSPORT	YES
PONTOONS AND FERRIES	-
STORM WATER	YES
TRADING REGULATIONS	-
WATER	PERFORMS ITS OWN FUNCTION
BEACHES AND AMUSEMENT FACILITIES	-
BILLBOARDS AND THE DISPLAY OF ADVERTISEMENTS IN PUBLIC PLACES	-
CEMETERIES, FUNERAL PARLOURS AND CREMATORIA	YES
CLEANSING	-
CONTROL OF PUBLIC NUISANCE	-
CONTROL OF UNDERTAKINGS THAT SELL LIQUOR TO THE PUBLIC	-
FACILITIES FOR THE ACCOMODATION, CARE AND BURIAL OF ANIMALS	-
FENCING AND FENCES	-
LICENSING OF DOGS	-
LICENSING AND CONTROL OF UNDERTAKINGS THAT SELL FOOD TO THE PUBLIC	-
LOCAL AMENITIES	-
LOCAL SPORT FACILITIES	-
MARKETS	YES
MUNICIPAL ABATTOIRS	YES
MUNICIPAL PARKS RECREATION	-
MUNICIPAL ROADS	YES
NOISE POLLUTION	-
POUNDS	-
PUBLIC PLACES	-

REFUSE REMOVAL, REFUSE DUMPS AND SOLID WASTE DISPOSAL	YES
STREET TRADING	-
STREET LIGHTING	-
TRAFFIC AND PARKING	-

1.8 The highlights of the 2008/09 financial year for the district were as follows:

- 64% of the budget was allocated to capital (R66 602) and infrastructure projects (R447 169 797). This shows the intentions of the district to deal with infrastructure backlogs and also preparing a fertile ground for economic growth and development.
- The Revenue from own sources has increased and forms 30% of total revenue. This goes to show that whilst grants will be the major source of income at 70%, the District is also at work collecting revenue due to them.
- Development of nodal areas and promotion of better Land-use Management System were highlighted as important. This will help with the implementation of programmes and plans educated upon in policy documents and to ensure that better Land-use is observed by every body to the benefit of all.
- The highlights also emphasized the need for the construction of municipal offices, so that most, if not all municipal departments, could be housed in one yard. This cuts the travelling that people need to do in a scattered office set up situation.
- LED also received a boost. The development of this sector creates jobs and reduces reliance on grant funding and leads to self sustaining development. The speech endorsed the need to provide basic needs as way to attack poverty, promotion of Tourism as the district has some unique, historical sites worth visiting, caring for the environment as it is a heaven for future generations and the acquisition of Human Resource and Financial Systems to promote better accounting practices.

1.9 MEC's Comments On 2008/2009 Reviewed IDP

MEC for Local Government and Housing's comments on 08/09 IDP/Budget

Reports	Remedial Action
1. The report highlighted that there was lack of adherence to timeframes outlined in the IDP Review Framework and Process Plan by both the District and the Local Municipalities	All IDP structures will be strengthened and progress will be presented to MMs' Forum and the Mayors' Forum
2. There was an absence of the Code of Conduct to guide the IDP Representative Forum stakeholders during the review process and adoption	All Municipalities will develop and adopt Codes of Conduct to guide the protocol and the conduct of the IDP Representative Forum stakeholders
3. No clear indication of water and sanitation backlogs for Elias Motsoaledi, Fetakgomo and Makhuduthamaga Local Municipalities	Backlogs for the three above-mentioned Local Municipalities will be clearly captured in the current IDP/Budget for 2009/2010 financial years
4. The provision of Free Basic Water was reflected in all the Locals but there was no clear indication of how many households benefited in every Local Municipality	Breakdown of the number of households or beneficiaries will be provided in the current review.
5. No indication was made on the disaster patterns in the District	Disaster Management plan and an update on disaster patterns will be included in the current review of IDPs.
6. No clear analysis on the HIV/AIDS prevalence in the entire District.	District wide picture on HIV/AIDS prevalence/patterns will be provided in the current review of the IDP.

1.10 Process plan

This IDP is also the culmination of a participatory process involving our local communities and other stakeholders. The process which was followed for the 2009/2010 budget review is captured in the following **table 4**:

IDP Process Plan

ACTIVITIES	MONTH
Review and finalization of the IDP process plan with the guidance of the Municipal Finance Management Act and Municipal Systems Act.	July 2008
Consultation on the framework and process plan with all stakeholders.	
Tabling of the IDP process plan as well as framework.	
Submit approved annual budget to National Treasury & Provincial Treasury	July 2008
Begins planning for the next three-year budget in accordance with co-ordination role of budget process MFMA s 53	July 2008
Review previous years budget and completion of Budget Evaluation Checklist	July 2008
Establishment of IDP/Budget Forum	July 2008
Table a time schedule of key budget & IDP deadlines	August 2008
IDP process plan made public.	August 2008
Identification of community needs.	
Preparations and submission of Annual Financial Statements	August 2008
Consolidation and presentation of community needs to the IDP Managers' Forum.	September 2008
Presentation of the status quo to the 1 st District IDP Representative Forum.	
Determination of revenue projections, proposed rates and service charges and draft budget allocations	October 2008
Determination of strategic objectives for service delivery and development of next year three year budget	October 2008
Consultation with National and Provincial sector departments on	October 2008

specific programmes for alignment with municipal plans	
Review of National policies and budget plans and potential price increases on bulk resources	October 2008
Review/development of strategic priorities review of municipal vision and mission. Quarterly review of 2008/09 budget and IDP and related policies.	October 2008
Review/development of strategic priorities review of municipal vision and mission. Quarterly review of 2008/09 budget and IDP and related policies.	October 2008
IDP Forum Meetings to consider the preliminary drafts of the IDPs. Presentation of proposed projects including sector departments to the 2 nd IDP Rep Forum. Consolidation of program/projects from sector departments.	November 2008
Review and draft initial changes to IDP	November 2008
Mid-year performance review, review IDP and related policies. Review and draft changes to the IDP.	January 2009
Submit mid- year performance assessment to council	January 2009
Table Annual Report in council- within 7 months	January 2009
Submit to AG,NT,PT and provincial department responsible for local government	January 2009
Consolidation and preparation of budget and plan for the next financial year	February 2009
Submission of the draft IDP and plans for the next three years to management, Executive Mayor, Portfolio committees, Mayoral Committee	February 2009
Table adjustment budget if necessary	February 2009
Adoption of oversight report on annual report- no later than two months after annual report was adopted	March 2009
Issue notice of Council meeting to consider proposed IDP. Tabling of Draft IDP to council. The tabled documents are sent to prescribed organs of state.	March 2009
Publicize the oversight document- within 7days of its adoption	March 2009
Table Draft annual budget- at least 90 days before start of financial	March 2009

year	
Approval of IDP	March 2009
Community participation and stakeholders' consultation on the Draft IDP. Executive Mayor & IDP Steering committee consider all submissions emanating from consultative meetings of the Municipal Managers' Forum. Public comments and comments from other organs of state are taken into cognizance and where the need be, amendments are effected to the IDP.	April 2009
Make budget available to Public, National Treasury, Provincial Treasury and other government departments	April 2009
Consider views of local community, National Treasury, Provincial Treasury and other government departments(Budget Indaba)	May 2009
Consider budget for approval and approve taxes ,tariffs, changes to IDP and budget- related policies	May 2009
Tabling of IDP to Council for final approval. Copies of the approved IDP and Top Layer SDBIP are made available to the public. Service delivery implementation plan and performance agreements are submitted to the Executive Mayor.	May 2009
Submit draft SDBIP within 14days after approval of the budget to Mayor	June 2009
Approval of SDBIP and Performance contracts of municipal manager and senior managers- within 28days after budget approval	June 2009

1.11 Communication Plan/ Role-players in the Sekhukhune

The Municipal Manager (MM) is the ultimate champion of the Integrated Development Plan. There are also other important role-players in the Sekhukhune District process, however. Their roles and responsibilities are captured in the table below.

Table 5: Roles and responsibilities of key role-players

Structure	Roles and Responsibilities
Council	Political decision making body Consider, adopt and approve the IDP Review Ensured alignment of the reviewed IDP report with the District framework. Ensured that all relevant stakeholders are involved Responsible for the overall management, coordination and monitoring of the IDP Review process
Executive Mayor	Provides political guidance over the budget process and the priorities that must guide the preparation of a budget. Manages the drafting of the municipality's IDP. Tables the IDP Review and Budget to Council
Members of Mayoral Committee	Recommend the approval of the IDP Review to council
Municipal Manager	Manages and coordinates the review process Ensures that all departments fit in the organisational vision.
IDP Managers	Offer strategic guidance and management to the review process Ensures that implementation takes place within the available resources Ensures that all relevant stakeholders are appropriately involved
IDP Management Committee	Monitor, evaluate progress and provide feedback Provide technical guidance to review process in all municipalities Ensure and maintain integration and alignment Standardise the planning processes Recommend corrective measures
Budget Management Committee	Ensure alignment of proposed budget with IDP; Ensure that sufficient funds provided on the budget for projects as per IDP; Record realistic revenue and expenditure projections for current and future years; Take cognisance of national, provincial budgets, DORA and national fiscal and macro-economic policy
IDP Representative Forum	Represents the interests of the constituencies in the IDP Review Ensures communication between all stakeholders Provide planning information Assist in projects and budgeting linkages

Communities	Identify and prioritise the needs Discuss and comment on the draft IDP review document
Private Sector	Inclusion of their projects in the IDP of the municipality Provide information on the opportunities that the communities may have in the private sector

2. SITUATIONAL ANALYSIS OF THE SEKHUKHUNE DISTRICT

MUNICIPAL PROFILE

The District is made up of 5 local municipalities (LMs) – Elias Motsoaledi Local Municipality (formerly Groblersdal Local Municipality), Fetakgomo Local Municipality, Greater Marble Hall Local Municipality, Greater Tubatse Local Municipality and Makhuduthamaga Local Municipality.

All these local municipalities constitute Greater Sekhukhune District Municipality (GSDM), which is a Category C municipality established in December 2000. The District was a cross-border municipality, straddling the Limpopo and Mpumalanga provinces until early 2006.

The entire district now falls in Limpopo Province found in the northern part of South Africa. The district which lies in the south-eastern part of the province, covers an area of approximately 13 264 square kilometers, most of which is rural with almost 605 villages, which are generally sparsely populated and dispersed throughout the District. It is estimated that only 5% of the Sekhukhune population live in urban areas.

The district consists of 116 wards which are broken down per local municipality as follows:

Table 6: Number of wards per Local Municipality

Local Municipality	Number of Wards	Number of Village
Elias Motsoaledi	29	104
Fetakgomo	13	87
Greater Marble Hall	14	69
Greater Tubatse	29	202
Makhuduthamaga	31	143
TOTAL	116	605

2.1 DEMOGRAPHIC PROFILE

2.1.1 The Sekhukhune population

According to analyses done for the District's Water Services Development Plan (2005), the total population of Sekhukhune was estimated at 1,024,748. The present population is estimated at 1,090,424. The most populated local municipalities are Tubatse, Makhuduthamaga and Elias Motsoaledi, respectively.

Table 7: Breakdown of population per local municipality

Municipality	Total
Fetakgomo	112,232
Elias Motsoaledi	247,488
Makhuduthamaga	262,726
Marble Hall	124,510
Tubatse	343,468
Total	1,090,424

Source: STATS SA Community Survey 2007

As the previous chapter highlighted, however, NSDP calculations place Sekhukhune in the top 20 most populous Districts/Metros in South Africa (in 15th position). The NSDP also declares that the District hosts 2, 16% of the total South African population (The Presidency, 2006).

The Sekhukhune population is divided into a number of households. The next table illustrates the division of households per local municipality.

Table 8: Households per local municipality

MUNICIPALITY	2001	2005	2007
Fetakgomo	18,789	20,040	21,851
Elias Motsoaledi	45,478	51,518	46,840
Makhuduthamaga	54,206	56,988	53, 654
Marble Hall	24,189	27,940	28,215
Tubatse	53,850	60,435	66,611
Total	204,744	216,921	217,172

Source: STATSSA Community Survey 2007

Households per local municipality

Most Sekhukhune households are headed by females, a characteristic that has significant social implications for the District. This situation is largely the result of the economic migration of male family members to seek work outside the District.

Out-migration and male absenteeism in Sekhukhune

A striking characteristic of the Sekhukhune population is the high levels of male absenteeism in the District. This is the result of most males being forced to seek work outside Sekhukhune. The table below is based on a sample survey in the area, and attempts to characterize the types of migrants that leave Sekhukhune households to seek work in other parts of the country.

Table: 9 Categories of migrants from Sekhukhune households

Category	Number	%
Regular migrants (return every week or month)	70,257	56,8
Seasonal migrants (for a limited period each year)	34,005	27,5
Prolonged period away (more than 6 months at a time)	19,496	15,7
Total number of absentee migrants	123,759	100

Economic migration clearly affects both current population figures and projected population growth in the District. As subsequent sections of this chapter will show, it also fundamentally affects economic planning in Sekhukhune. Current discussions on augmenting rail transport in the area, for example, are underpinned by analyses of the number and types of migrants who travel in and out of the area.

What is undisputed is that the remittances sent back to Sekhukhune households by workers elsewhere contribute significantly to livelihoods in the District. The table below, also based on a sample survey, attempts to quantify the remittances received by households in the District.

Table 10: Remittances received by Sekhukhune households in 2006

Number of Brackets	%
Less than R500	12,9
R500 – R1,000	23,7
R1,001 – R3,000	12,7
More than R3,000	50,7
Total	100

According to the NSDP, the Sekhukhune District has the 4th largest out-migration (people migrating out of the District) in the country with 6.69% of its total population (2001) opting to leave Sekhukhune (The Presidency, 2006). The volume and nature of migration is clearly a factor that development planners in the District need to take into account in their medium-term planning.

Population growth rates

UNISA's Bureau for Market Research estimates population growth in Sekhukhune as follows:

Table 11: Projected population growth rates in Sekhukhune

Municipality	2005	2006	2007	2008	2009
Fetakgomo	97,141	98,278	99,349	100,342	101,346
Elias Motsoaledi	233,215	236,014	238,657	241,115	243,599
Makhuduthamaga	276,404	279,417	282,266	284,920	287,598
Marble Hall	127,668	129,072	130,363	131,667	133,115
Tubatse	290,319	293,803	297,035	300,005	303,005
Total	1,024,748	1,036,583	1,047,670	1,058,049	1,068,662

Source: Limpopo Development Information Database

These figures, however, are likely to be influenced by economic developments in the area. If platinum mining expands at the rate projected by subsequent sections of this IDP, it will attract greater numbers into the District. If the anticipated mining expansion is accompanied by growth in the agricultural and tourism sectors, and augmented by solid infrastructural development, these numbers will be even greater.

2.1.2 AGE AND GENDER PROFILE

Within Sekhukhune, the below-18 age group makes up almost 50% of the population. Behind this average, lie slight variations in the different municipalities. This ranges from 51% in Makhuduthamaga (comparatively the youngest population) to 48% in Marble Hall (comparatively the oldest population).

Table 12: Age and gender profile

Municipality	Age group	Male	Female	Total
Fetakgomo	0-17	22,916	23,080	45,996
	18-64	15,816	23,996	39,812
	65+	1,951	4,322	6,273
	Total	40,684	51,398	92,081
Elias Motsoaledi	0-17	53,444	54,172	107,616
	18-64	40,863	58,753	99,616
	65+	4,422	9,085	13,506
	Total	98,729	122,009	220,738
Makhuduthamaga	0-17	66,600	67,468	134,068
	18-64	41,816	69,246	111,062
	65+	5,601	12,179	17,779
	Total	114,017	148,892	262,909
Marble Hall	0-17	28,894	28,777	57,670
	18-64	24,353	32,061	56,414
	65+	2,534	4,701	7,236
	Total	55,780	65,539	121,320
Tubatse	0-17	67,895	68,990	136,885
	18-64	49,252	70,351	119,603
	65+	4,182	9,446	13,627
	Total	121,329	148,787	270,116
Total	0-17	239,750	242,486	482,236
	18-64	172,101	254,406	426,507
	65+	18,689	39,733	58,422
	Total	430,540	536,625	967,165

Stats SA Community Survey 2007

The male-female ratios are almost equal in the age group below 18 years, but females are almost 60% of the population in the working age group and more than 68% in the senior age group for the Sekhukhune district as a whole. It is obvious then that a significant number of Sekhukhune males have alternative residence away from the district - a fact already alluded to earlier in this chapter. The ratio is as high as 62% in Makhuduthamaga and 57% in Marble Hall.

2.1.3 Duration of residence in Sekhukhune

Most Sekhukhune residents have lived in the area for a reasonably long term. Almost two-thirds (62, 1%) of households have lived in the District for over 20 years. A minimal 1, 7% have lived in Sekhukhune for less than a year.

Table 13: Duration of residence in Sekhukhune

Duration	Households	Total
Less than 3 months	933	0,5
3 months to 1 year	2,494	1,2
Between 1 – 5 years	15,160	7,5
Between 5 – 10 years	19,557	9,7
Between 10 – 20 years	38,129	18,9
More than 20 years	125,233	62,1
Total	201,505	100

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity.

The table above paints a picture of a relatively stable populace. This does, however, have to be counter-balanced against the high rates of male absenteeism in the District as many residents seek work outside the District.

2.1.4 Employment Status

There are four common sources of income for Sekhukhune households:

Government-provided old-age pensions (33%)
 Child support grants (33%)
 Remitted income from migrant workers (31%)
 Income from regular wage employment (27%) (Drimie, S, undated)

There is, therefore, a considerable (although not overwhelming) dependence on public social safety nets.

At 69, 4% (in 2003), the Sekhukhune District has the highest unemployment rate in Limpopo. The table below provides a breakdown of the employment patterns within the District.

Table 14: Employment patterns within Sekhukhune

Description	Marble Hall	Tubatse	Fetakgomo	Elias Motsoaledi	Makhudutha maga	Sekhukhune
Employed	15056	45321	7236	38098	21978	127688
Unemployed	11098	51551	11566	16725	33346	124226
Non economically active	40787	90696	39511	79066	77494	327553
N/A	20,031	110,467	43,390	42,472	126,622	354,626
Unspecified	40					0
Total	87,012	298,035	101,703	176,361	259,440	934,093

Source: STATS SA Community Survey 2007

The high unemployment levels contribute to the high poverty levels in the District. As the table below indicates, the Sekhukhune District had the highest poverty levels in Limpopo province in 2004.

Table 15: Poverty levels in Limpopo province

District	2003	%	2006	%	2007	%
Capricorn	680,216	23.3	695 283	22.2	683 466	22.3
Mopani	537,757	18.4	696 197	22.3	681 916	22.3
Sekhukhune	545,362	18.7	630 477	20.2	607 743	19.8
Vhembe	786,842	26.9	817 023	26.1	805 180	26.3
Waterberg	373,800	12.8	287 296	9.2	283 909	9.3
Province	2923.977	100	3126.276	100	3062.214	100

Source: Global Insight Southern Africa (2007)

2.1.5 Dependency ratios

In general, the Sekhukhune population is younger than in most parts of the country, reflecting the 'dormitory' nature of the district. The table below captures some of these characteristics.

Table 16: Age categories in Sekhukhune

DM and age category	1996 (%)	2001 (%)	Difference
Sekhukhune			
0-14	44,38	41,11	-3,27
15-34	32,54	33,46	0,92
35-64	17,54	19,39	1,85
65 and above	5,54	6,04	0,50

This youthful picture is undergoing steady change, with the percentage of the population in the "younger than 14 years" bracket steadily shrinking. This decline is translating into a growth in the 15 to 64 age group, and not in the older than 65 category. This essentially means more people of working age and the prospect of a lower dependency ratio.

Households are still more traditional than the rest of the country with the number of traditional marriages and household sizes higher than the national average. While there seems to be a move away from traditional forms of marriage and towards more modern forms of marriage and living together, the population is still far more traditional than the South African population as a whole.

In general, however, the high unemployment rates, combined with certain demographic features of the District, have resulted in extremely high dependency ratios. There are some estimates that each worker in the District has to support 19 other people (GSDM, 2007a).

2.1.6 Deprivation index

The deprivation index is a commonly-accepted standard used to measure (and compare) social and economic deprivation across districts and metros in South Africa. The index is the composite of a number of variables, including the number of female-headed houses in an area, education levels, access to services, employment status and so forth (P Barron et al, 2006).

Districts with lower deprivation index scores are the least deprived (i.e. best-off). Conversely, areas with higher scores are more deprived.

A recent study ranked all South African municipalities according to levels of deprivation. The table below provides the deprivation index scores of selected districts/metros in South Africa. The last column also provides its ranking (1 indicates the most deprived areas; 5 indicates the least deprived areas).

Table 17: Ranking Sekhukhune's performance in SA: Deprivation index scores for DMs/metros (2001)

Province	DM/Metro	Deprivation index	Ranking (1-5)
7 least deprived DMs/metros in SA			
Western Cape	West Coast DM	1,834	5
Western Cape	Overberg DM	1,903	5
Western Cape	Cape Winelands DM	1,926	5
Western Cape	Eden DM	2,024	5
Western Cape	Central Karoo DM	2,029	5
Northern Cape	Namakwa DM	2,042	5
Western Cape	City of Cape Town	2,059	5
7 most deprived DMs/metros in SA			
Kwazulu Natal	Sisonke DM	3,645	1
Limpopo	Greater Sekhukhune DM	3,723	1
Kwazulu Natal	Zululand DM	3,803	1
Kwazulu Natal	Umkhanyakude DM	3,969	1
Kwazulu Natal	Umzinyathi DM	3,970	1
Eastern Cape	Alfred Nzo DM	3,991	1
Eastern Cape	OR Tambo DM	4,076	1

Source: Adapted from Barron, P et al (2006). *The District Health Barometer: 2005/06*.

Sekhukhune District ranks amongst the seven most deprived districts/metros in the country. This is possibly because of the way this particular index has been constructed (by, for example, using the number of female-headed households as a measure). However, the assessment above is also born out by recent NSDP analyses, which place Sekhukhune as 10th in the list of Districts/Metros who have the highest number of people living below the MLL, an important measure of poverty.

Table 18: Deprivation index for LMs within Sekhukhune

Local municipality	Deprivation index	Ranking (1-5)
Makhuduthamaga LM	3,858	1
Fetakgomo LM	3,839	1
Tubatse LM	3,766	1
Elias Motsoaledi LM	3,602	2
Marble Hall LM	3,469	2
Sekhukhune DM	3,723	1

Source: Adapted from Barron, P et al (2006). *The District Health Barometer: 2005/06*.

Within Sekhukhune, the most deprived area is Makhuduthamaga, whilst Marble Hall is the least deprived (best-off). As the table above reveals, only Elias Motsoaledi and Marble Hall score a ranking of 2.

2.1.7 Asset index and Living standard measures

The Asset Index and Living Standards Measures (LSM¹) are important indicators of poverty in an area. Within Sekhukhune, the municipalities with the lowest asset indices are Tubatse, Marble Hall and Fetakgomo, respectively (DoA, 2006). The District's Asset Index provides a telling indicator of the capital possessed by Sekhukhune households, and is replicated below.

¹ The LSM and MLL are different indices, constructed with different variables. Both, however, paint a picture of the living conditions of ordinary people in an area. They are both therefore important indicators of poverty.

Table 19: Asset index for Sekhukhune households

Household asset	Total (%)
House	89,8
Axe	73,3
Wheelbarrow	70,2
Hoe	66,9
Water container	65,5
One or more cell phones in household	63,8
Only 1 cell phone in household	50,8
Panga	49,8
TV set(s)	45,0
Fridge/freezer combination	32,7
Hi-fi or music centre	31,7
Plough	20,0
Electric stove	17,8
Bicycle	17,2
Grid electricity	13,2
Tap water in house/on plot	11,8
Deep freezer	10,0
More than 1 radio in household	9,9
DVD player	8,1
At least 1 car usually working	7,9
Motor vehicle in household	5,9
VCR in household	5,6
Microwave oven	4,5
Sewing machine	4,4
Dishwasher	4,2
Vacuum cleaner/floor polisher	3,3
Home telephone (excl cell)	2,5
Washing machine	2,1
Domestic(s) working in household	1,8
Computer	1,6
M-Net and/or DSTV subscription	1,6
Flush toilet in/outside house	1,5
Home security service	1,2
Built-in kitchen sink	1,2
Hot running water	0,9
Tumble dryer	0,9
Asset index:	0,2211

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity.

Living Standard Measures are generated from the list of household assets, and may be classified as high, medium or low. Within the Sekhukhune District, only Makhuduthamaga and Elias Motsoaledi local municipalities were found to have contained high LSM households (DoA, 2007a).

2.1.8 Health and Social Development

Table 20: Disability Types

Disability	Number	%
Sight	7,448	0.68
Hearing	3,642	0.33
Communication	2,348	0.22
Physical	14,564	1.34
Intellectual	3,748	0.34
Emotional	6,918	0.63
Multiple disabilities	1,888	0.17
No disability	1,045,549	95.88
Institutions	4,323	0.40
Grand Total	1,090,427	100.00

Source: STATS SA, Community Survey 2007

95.88% do not have disability, which means the majority of the population do not need any disability related care in both public and private buildings. 1.34% have physical disability followed by sight at 0.68%, emotional at 0.63%, hearing 0.33%, communication at 0.22 and multiple disabilities at 0.17%. Disability cases should not be a big challenge as they are covered by the building regulation and administered by Local Municipalities in terms of building plans.

Table 21: Grant Types

Grant type	Number	%
Old age pension	79,907	7.33
Disability grant	22,038	2.02
Child support grant	247,672	22.71
Care dependency grant	4,980	0.46
Foster care grant	267	0.02
Grant in aid	1,133	0.10
Social relief	504	0.05

Multiple social grants	1,353	0.12
Not applicable	728,250	66.79
Institutions	4,323	0.40
Grand Total	1090 427	100.00

Source: STATS SA, Community Survey 2007

66.79% of the population do not receive grants which mean they are either working, unemployed or still at school. 22.71% receive child support grant. The implication of this is that there is a high percentage of mothers who do not get support from the fathers of their children or that there are families that are headed by children after the death of both parents. 7.33% receive old age grant which is a cornerstone of survival in rural areas as some households are totally dependent on it for livelihood. The challenge here is to ensure that all deserving cases get registered and benefit from the grants. 2.02% received disability grant, 0.46 receive care dependency grant, 0.12% receive multiple social grants, 0.1% grant in aid and 0.02% receive foster care grant. While it is good to have these grants given to deserving cases, a follow up is needed by local municipalities to trace and register them.

2.1.9 Education

Education is important for both economic and social development. It is the bedrock on which a nation's economic destiny is built, particularly in today's global knowledge economy. It is also often the primary means through which individuals set out on their personal journeys of growth and attain their distinctive dreams and aspirations. International evidence suggests that countries that invest significantly in education reap major economic benefits in the medium to long term, and help build a more cohesive social fabric within the nation.

The percentage of the population in Sekhukhune older than 20 years of age with no schooling is the highest in both Limpopo and Mpumalanga provinces. That figure is also more than twice that of the South African population.

Table 22: Highest level of Education for those twenty years and older Education: Sekhukhune, SA and other DMs in Limpopo and Mpumalanga

DM and SA		Sekhukhune	Bohlabela	Gert Sibande	Nkangala	Ehlanzeni	Mopani	Vhembe	Capricorn	Waterberg	South Africa
Higher (%)	change	1.56	1.75	0.31	-0.14	0.50	1.60	1.39	2.35	1.89	2.29
	01	4.70	5.96	5.45	6.11	6.23	6.46	7.42	8.59	6.26	8.45
	96	3.14	4.21	5.14	6.25	5.73	4.86	6.03	6.24	4.37	6.16

		-0.42	-3.23	-3.01	4.01	4.20	-0.36	1.04	1.75	0.75	3.98
Grade 12 (%)	Change	11.22	12.11	16.41	19.92	18.81	12.66	14.36	17.52	14.54	20.42
	96	11.64	15.34	13.40	15.91	14.61	13.02	13.32	15.77	13.79	16.44
Complete primary (%)	Change	-0.74	-0.06	-0.58	-1.03	-0.97	-0.28	-0.43	-0.77	-0.14	-1.10
	96	4.57	4.91	6.21	5.90	5.76	5.13	5.78	5.84	6.76	6.37
No Schooling (%)	Change	5.31	4.97	6.79	6.93	6.73	5.41	6.21	6.61	6.90	7.47
	96	-1.89	-0.83	-2.98	-0.18	-2.29	-3.64	-4.16	-2.82	-3.58	-1.40
	01	42.64	38.90	26.33	24.62	30.18	37.83	32.09	26.42	25.76	17.93
	96	44.54	39.73	29.31	24.80	32.47	41.47	36.25	29.24	29.34	19.33

Source: Draft GSDM 2025 Development Strategy: 2006

The table below sets out the education profile of each local municipality in Sekhukhune.

Table 23: Education profile per Local Municipality

Municipality	None	Primary	Secondary	Tertiary	Unspecified/ Disability	Under age of 5
Fetakgomo	32,318	19,705	23,665	1,077	2,523	11,441
Elias Motsoaledi	67,084	60,165	57,144	3,262	10,124	30,103
Marble Hall	24,318	25,156	21,681	1,022	2,750	12,046
Tubatse	62,401	48,003	48,331	1,488	6,967	27,419
Makhuduthamaga	86,392	77,158	69,715	3,415	7,905	39,254
Total	272,513	230,187	220,536	10,264	30,269	120,263
%	27,8	23,5	22,5	1,0	3,0	12,3

Source: 2006-07 GSDM IDP

As indicated in the tables above, the District has a relatively high illiteracy level, with almost 28% of the population having no formal school education whatsoever. Only around 1% of the population has obtained tertiary educational qualifications.

The Limpopo Provincial Growth and Development Strategy indicate that Sekhukhune has the least of highly skilled individuals in the total province. The low skills reduce the ability of the District to be innovative and economically productive.

While there has been an improvement, this has been far below that of the other DMs in the Limpopo province. The percentage of those with Grade 12/Matric in Sekhukhune DM is also nearly half that of the South African population and the lowest of all the DMs in the Limpopo and Mpumalanga provinces. The lack of skills is frustrating the current and future development of the area. It is also the high percentages of persons with no schooling which require a buoyant entrepreneurial class to establish industries that those with low skills levels could be absorbed in.

Demographic challenges

Like many rural areas, Sekhukhune is faced with the challenge of high levels of dependency because most of its economically active residents have been forced to look for work elsewhere. High levels of male absenteeism, low literacy levels and the high unemployment rate all contribute to the challenges facing the District.

More specifically, the key demographic challenges are:

- Sekhukhune is dominated by female-headed households since most males are compelled to seek work outside the District. The population is very young, leading to high dependency ratios in the District
- Most households in the area rely extensively on public social safety nets/grants. Sekhukhune is amongst the most deprived areas in South Africa, with the NSDP ranking it as 10th in the list of Districts/Metros with the highest number of people living below the MLL (Minimum Living Level) as a result of high unemployment rate and unacceptable poverty levels.
- Due to lower levels of education among the population the skills base is low.

2.2 Social profile

Social development is critically important to municipalities like Sekhukhune that have suffered decades of underdevelopment, which have resulted in a poor standard of living for its people. In today's knowledge economy, it is also the precursor to substantive economic development. The next section provides an overview of social issues in the Sekhukhune District. It assesses health levels, education, social welfare, food insecurity and safety issues in the area.

2.2.1 Health

Health services are critical in nurturing human development and tend to have important economic spin-offs as well. Countries that have invested significantly in primary health care (PHC), in particular, generally produce a healthier, and therefore more productive, workforce. There is also significant international evidence to illustrate that early investments in PHC result in less strain on the health budget (and, consequently, on social spending) in later years. This is an important debate for municipalities which are now largely responsible for PHC in South Africa.

Within Limpopo Province, the provision of health facilities is generally inadequate in comparison with other provinces. More specifically, access to health facilities within Sekhukhune District Municipality itself is fairly poor. On average, there is 1 clinic for every 17,000 people within the district and approximately 97,500 people per hospital.

Health infrastructure in the District

The Sekhukhune District has two regional hospital, 6 District hospitals, 6 community health centres and 76 clinics. All these facilities are public-sector services, as there are no private facilities in the District.

Table 24: Number of health facilities in Sekhukhune

	Public sector facilities and beds (2005)	Private sector facilities and beds (2006)
Clinics	76	-
Community Health Centres	6	-
Mobile services	21	-
District hospitals	6	-
Regional hospitals	2	-
Provincial tertiary hospitals	0	-
Central hospitals	0	-
Specialised hospitals	0	-
Private hospitals	-	-
Beds	1,386	-

Source: Barron, P et al (2006). The District Health Barometer: 2005/06.

Accessibility of health services

Clinics and hospitals are evenly distributed throughout the District, but accessibility remains difficult because of poor roads, inadequate transportation and so forth.

Table 25: Access to hospitals

Municipality	Percentage within 20km radius to hospital
Fetakgomo	80%
Elias Motsoaledi	80%
Makhuduthamaga	80%
Marble Hall	40%
Tubatse	78%

The residents of Fetakgomo, Elias Motsoaledi, Makhuduthamaga and Tubatse all have relatively easy access to hospitals in the District. This is not the case for Marble Hall. These differences may be attributed to the relative population density of each of the areas, however.

The table below indicates the access that Sekhukhune residents have to clinics and health professionals.

Table 26: Access to clinics and professionals

Municipality	Percentage within 5km radius to clinics
Fetakgomo	51%
Elias Motsoaledi	64%
Makhuduthamaga	48%
Marble Hall	47%
Tubatse	45%

According to these figures, Elias Motsoaledi enjoys the greatest access (64%), whilst Tubatse residents have the least access to clinics and health professionals (45%).

The number of health professionals currently working in the District is not optimal, however. As the table below indicates, there is a shortage of professionals working in Sekhukhune health facilities at the moment.

Table 27: Availability of professional staff in clinics and hospitals

Personnel category	Number Employed	Number per 1000 people
Medical Officers	32	0,02
Professional Nurses	492	0,34
Pharmacists	6	0,00
Staff Nurses	297	0,20

Sekhukhune's health performance

According to the independently-published *District Health Barometer*² (P Barron et al, 2006), the Sekhukhune District has the lowest per capita expenditure on primary health care (PHC) in South Africa at just R115 per person.

The table below outlines key health indicators for the Sekhukhune District. The second last column (district ranking in South Africa) is particularly revealing because it shows how Sekhukhune ranks in terms of the other districts/metros in the country. In this column, a score of 1 means it is the best performer in the country, whilst a rating of 53rd means that it is the worst.

Table 28: Ranking Sekhukhune's performance in SA: Key health indicators

Indicator	Expressed as:	2003/04	2004/05	2005/06	DM ranking in SA (/53)	National value
Inputs into the health system						
Amt spent on non-hospital PHC health services per person	ZAR			115	53 rd	232
Proportion of district health services expenditure on management	%			3,3		5,0
Proportion of district health services expenditure on district hospitals	%			61,8		45,0
Process						
Nurse clinical workload	Patients seen/day	8,7	15,1	13,1		31,6
Average length of stay	Days	4,4	3,6	3,8	27 th	4,3
Bed utilisation rate	%	52,9	56,9	65,5	30 th	63,9
Outputs of the health system						
Govt distribution of condoms at PHC facilities	No of condoms distributed per male p.a.	5,1	5,5	7,9	24 th	8,8

% of children (under 1 yr) who complete their primary course of immunisation	%	68,2	74,0	88,9	28 th	90,3
% of children who dropped out b/w the 1 st and 3 rd dose of DTP vaccine	%	7,2	8,1	3,5	19 th	4,7
% of deliveries carried out by Caesarean section	%	8,8	9,5	10,3		18,4
Proportion of ANC clients tested for HIV	%	15,4	24,0	42,7	33 rd	-
HIV prevalence among ANC clients tested	%	12,7	11,8	13,9	11 th	-
Nevirapine uptake rate among newborn babies of HIV+ women (%)	%	103,3	77,5	85,7	42 nd	-
Nevirapine uptake rate among pregnant HIV+ women (%)	%	50,1	54,9	68,6	7 th	51,7
Health outcomes						
PHC utilisation rate	Visits to PHC facilities per person p.a.	1,5	1,5	1,5	49 th	2,1
Incidence of sexually transited infections treated – new	No of new episodes of STIs treated	3,4	3,2	3,1	15 th	4,8
TB cure rate	%	49,1	54,8		29 th	50,8 (2004)
TB smear conversion rate	%		53,7	40,1	45 th	50,5
Diarrhoea incidence under 5 yrs	New cases/ 1000 children	115,0	149,4	222,2	25 th	257,7
Not gaining weight under 5 yrs rate	%	2,1	2,1	2,0	35 th	1,4
Delivery rate in facility	%	72,4	101,0	104,2	4 th	81,1
Eventual impact						
Stillbirth rate	No of stillbirths/ 1000 births	32,2	26,2	26,3	31 st	24,8
Perinatal mortality rate in facility	No of stillbirths + deaths in first 7 days of life/1000 births	49,4	152,9	39,3	36 th	34,5

Source: Adapted from Barron, P et al (2006). *The District Health Barometer: 2005/06*.

The particularly worrying aspects of Sekhukhune's health services are highlighted in the table above. The most obvious point of concern is the low levels of spending on PHC in a District that is predominantly rural and has high levels of poverty. The nevirapine uptake rate among newborn babies of HIV positive women is also quite low in Sekhukhune, compared to the rest of the country. The PHC utilization rate is also comparatively low at 1,5 visits per person annually (compared to the national average of 2,1 visits)

According to the *District Health Barometer*, the improved immunization coverage rate, accompanied by declining drop-out rates, over the years indicate that there has been a successful immunization programme in the District.

HIV/AIDS

According to the Limpopo Facility Indicator Data 2008/09 , an official record of the spread of the HIV/AIDS pandemic in the Department of Health and Social Development is as depicted below:

Table 29: State of HIV/AIDS

Sort	Data Elements Name	Municipalities	Grand Total
128	HIV pre-test counselled (excluding antenatal)	EMLM FLM MHLM TLM MLM	13 623 8 432 10 984 25 011 22 275
GSDM			80 325
129	HIV client tested(excluding antenatal)	EMLM FLM MHLM TLM MLM	12 376 8 786 5 917 16 136 18 590
GSDM			59 805
130	HIV test positive – new (excluding antenatal)	EMLM FLM MHLM TLM MLM	2 964 697 1 205 3 186 2 941
GSDM			10 993
133	Antenatal client tested for HIV	EMLM FLM MHLM TLM MLM	6 443 2 023 2 200 7 314 7 830

GSDM				25 810
134	Antenatal client tested for HIV-new	EMLM FLM MHLM TLM MLM	863 259 311 1 236 898	
GSDM				3567
135	Nevirapine dose to woman at antenatal or labour	EMLM FLM MHLM TLM MLM	694 80 188 881 419	
GSDM				2262
136	Live birth to woman with HIV	EMLM FLM MHLM TLM MLM	790 47 186 630 815	
GSDM				2468
137	Nevirapine dose to baby born to woman with HIV	EMLM FLM MHLM TLM MLM	770 46 176 621 815	
GSDM				2428
138	HIV test of baby born to HIV woman at 9 months	EMLM FLM	320 31	

		MHLM	53
		TLM	249
		MLM	82
GSDM			735
139	HIV test positive of baby born to HIV pos woman at 9 months	EMLM	21
		FLM	13
		MHLM	13
		TLM	25
		MLM	18
GSDM			90

sort	Data Element Name	Municipalities	Grand Total
140	Blood drawn for CD4	EMLM FLM MHLM TLM MLM	5 114 1 003 1 728 5 035 5 553
GSDM			18 433
141	Referral to ART service point for ART assessment-new	EMLM FLM MHLM TLM MLM	1 004 271 321 345 1 477
GSDM			3 418
142	Registered ART patient	EMLM FLM MHLM	1 813 117 3 320

		TLM	4 906
		MLM	3 595
GSDM			13 751
143	Registered ART patient on any adult regimen	EMLM	2 254
		FLM	91
		MHLM	243
		TLM	4 550
		MLM	458
GSDM			7 596
144	Sexual assault case-new	EMLM	111
		FLM	5
		MHLM	41
		TLM	75
		MLM	239
GSDM			471
145	Sexual assault case-new given ARV prophylaxis	EMLM	101
		FLM	0
		MHLM	24
		TLM	68
		MLM	148
GSDM			339
146	Occupational HIV exposure-new case	EMLM	1
		FLM	2
		MHLM	4
		TLM	6
		MLM	10
GSDM			23

147	Occupational HIV exposure case given ARV prophylaxis-new	EMLM FLM MHLM TLM MLM	1 2 3 6 10
GSDM			22
148	HIV positive new patient screened for TB	EMLM FLM MHLM TLM MLM	1 554 347 404 1 216 1 136
GSDM			4 657
149	HIV positive new patient with confirmed TB	EMLM FLM MHLM TLM MLM	190 24 54 83 190
GSDM			541
150	HIV positive new patient started on INH prevention therapy	EMLM FLM MHLM TLM MLM	5 14 2 36 4
GSDM			61
151	HIV positive new patient started on Co-trimoxazole prophylaxis	EMLM FLM MHLM	929 213 353

		TLM MLM	1 129 1 567
GSDM			4 191
155	Scheduled dose issued(within 3 days) ART any regimen	EMLM FLM MHLM TLM MLM	11 070 435 3 220 4541 447
GSDM			19 713
156	Scheduled dose defaulted(>3 days) ART any regimen	EMLM FLM MHLM TLM MLM	561 133 70 18 10
GSDM			792
157	Impatient days-ART patient	EMLM FLM MHLM TLM MLM	11 183 0 - 2 1 541
GSDM			12 726

Source: LIMPOPO-FACILITY INDICATOR DATA 2008-09 A

The significance of the statistics above is that there are people infected with HIV/AIDS in the District. The Department of Health and Social Development has a comprehensive system of testing, administering of treatment and counseling. The main challenge facing the Department is that testing is voluntary. As a result more effort is needed to convince people to come to the fore and be tested. This should be accompanied by prior counseling to enable people who will be diagnosed HIV/AIDS to live with themselves. The Department has also rolled out a treatment plan which seems to be effective. It is however displeasing to note that some patients are skipping their dosages. The challenge could be the stigma that is attached to the disease by communities. More should be done to educate the community

about the normality of living with the virus. A comparative analysis will be done in 2010/11 financial year to determine the efficacy of the treatment and testing programmes.

The District has engendered the following intervenistic measures to try and fight the scourge:

- In July 2002, the Sekhukhune District developed an HIV/AIDS strategy to guide public interventions in the area. The District also launched the Sekhukhune HIV/AIDS Council whose key focus areas are education and awareness raising, support for people living with HIV/AIDS and care for children in distress.
- NGOs such as Love Life and others also provide support in awareness and education campaigns aimed at reducing HIV/AIDS and other sexually transmitted diseases within the District.
- The District also launched a District Health Council, which will serve as advisory body to the Mayors on health matters and develop strategies on how to accelerate service delivery in the District. The major challenge at the moment is a serious lack of facilities to manage diseases in all health care facilities. The focus in the next financial years will include support to NGOs that work with people infected and affected by HIV/AIDS.

2.2.2 Education

The low percentage of the population having managed to obtain tertiary educational qualification bear witness to the infrastructure that is available in schools. Most of the schools in the district do not have facilities like Sanitation, Water and Electricity. Shortage of infrastructure impacts much on future educational development of this district. This shows the number of schools and infrastructure in the district:

Table 30: Number of schools without facilities

Total number of schools	Schools without water	%	Schools without sanitation	%	Schools without electricity	%
905	283	31%	507	56%	203	22%

Source: Limpopo District Education department and circuits offices

The above mentioned needs to be aligned with the status quo information the GSDM has on services backlogs to ensure informed, integrated planning and budgeting, not only for the 2009/2010 financial year but the coming outer years. The district municipality will also continue to work with department of education with regard to necessary information that would assist in the IDP/Budget process.

2.2.3 Social development

Social development systems form the backbone of assistance to the vulnerable in most advanced societies. Most countries acknowledge that whilst they strive towards full economic and social development, the more vulnerable members of society – especially children and the elderly – would require some form of state assistance. In many social democratic countries, a basic income grant is also made available to the poorest members of society to assist them in meeting their basic daily needs. The amount of money that a government usually spends on social development (and on social expenditure, more generally) tends to be determined by the economic health of the country at that point in its history. In South Africa, social expenditure has increased considerably over the years because of a favourable

balance of payments situation as well as increased revenue from the South African Revenue Services (SARS).

Social development systems are particularly important in places like Sekhukhune which are predominantly rural and have high poverty levels. As illustrated earlier in this chapter, the majority of Sekhukhune's population is young, unemployment is rife and the District consequently exhibits an

Local Municipality	O/A	D/G	W/V	COMB	GIA	FCG BEN	FCG CH/REN	CDG BEN	CDG CH/REN	CSG BEN	CSG CH/REN	BEN	CH/REN
Makhuduthamagama	23825	5566	10	11	131	1505	2429	683	716	40044	71263	71775	74408
G/ Marble Hall	3857	825	3	4	27	515	877	81	85	8881	15604	14193	16566
Fetakgomo	10081	2249	4	7	44	562	953	180	189	13582	24550	26709	25692
G/Tubatse	16970	4389	2	20	46	1615	2973	575	609	39406	68067	63023	71349
Elias Motsaoleldi	5047	1037	0	5	11	703	1130	153	162	11825	19805	18781	21097
TOTAL	59780	14066	19	47	259	4900	8062	1672	1761	113738	199289	194481	209112

extremely high dependency ratio.

Most of this population is dependent on government grants in order to survive. **Table: 31** above presents the statistics on grants beneficiaries as obtained from the South African Social Security agency (SASSA). The figures indicated in the table 30 below change every month due to new approvals, births and deaths. The SASSA shows that the state resources are spent in the form of child grants in the areas that are predominantly rural. Many of these beneficiaries are either fostered, old aged, dependent, need support one way or the other hence they receive different forms of grants. Issues contributing to high dependency rate on grants range from amongst others, orphans resulting from HIV/AIDS related deaths, child-headed households

Social safety nets in Sekhukhune

Poverty in Sekhukhune is endemic. As earlier sections have revealed, there is an overwhelming dependence on state-provided social security nets at present. The table below sets out the key government programmes that Sekhukhune households currently receive.

Table 32: Beneficiaries of key government programmes

Programme	% households
National School Nutrition Programme	70,3
Food parcel scheme (beneficiaries all live along main transport areas)	12,9

Expanded Public Works Programme	8,3
Integrated Sustainable Rural Development Programme	5,1
Agricultural Starter Pack Programme	5,0
Comprehensive Agricultural Support Programme	4,3
Poverty relief programme	3,4
Other government programmes	2,2
Land redistribution for agricultural development	1,5
Unemployment Insurance Fund	1,3
Land restitution programme	0,8
Land care programme	0,7
Beneficiary – Municipality implemented food security projects	0,7
Total	100

Source: DoA and FIVIMS (2007b). How households fight stresses that contribute to food insecurity.

This list presents interesting information about how the majority of households in Sekhukhune acquire sufficient income to meet their basic needs.

Shocks and stresses affecting Sekhukhune households in 2006

A recent survey also highlighted the major shocks and stresses affecting Sekhukhune households in 2006. These included the fact that:

Almost one-quarter (23%) of Sekhukhune households suffered the death of an adult member of the households in 2006

Almost one-seventh (15%) suffered the death of a child in the household

19% had been victims of drought

Nearly one-fifth (17%) had experienced joblessness

Food price increases had impacted on 14% of households

Almost 1 in 9 households (11%) lack access to clean water

Other shocks included:

Increase in household size (9%)

Serious injury or chronic illness preventing normal activities (7%)

Loss of remittances (4%)

(Drimie, S, undated)

2.2.4 Food insecurity and vulnerability

The issue of food security cuts to the heart of the social agenda, as it involves people's most basic needs – that of acquiring enough food to survive and live a reasonably fulfilling life. Food insecurity occurs when people are under-nourished, a state that usually arises when their food intake falls below their minimum calorie (energy) requirements. Under-nourishment can be the result of several factors, including the physical unavailability of food (e.g. during a drought) or an inability to purchase food because of financial constraints.

Individuals or households are said to be *vulnerable* to food insecurity when they are exposed to several risk factors (such as living in a drought-prone area) which they may not have adequate coping mechanisms for. Food insecurity is therefore an extremely revealing indicator of poverty levels in a municipality.

However, the issue is a complex one, involving multiple factors like land availability, access to natural resources and the socio-economic circumstances of communities. The National Department of Agriculture (DoA) undertook a comprehensive livelihoods survey in the Sekhukhune District area, both in 2004 and 2006 (DoA, 2006). The survey highlighted the fact that some of the areas facing the worst levels of food insecurity in Sekhukhune were within the following villages:

Table 33: Most food-insecure areas in Sekhukhune

Village	Municipality	Score
Ga-Mampa	Fetakgomo Local Municipality	42,86
Ga-Mampuru	Tubatse Local Municipality	42,86
Ga-Masha	Tubatse Local Municipality	42,85
Santeng	Tubatse Local Municipality	42,85
Puma	Tubatse Local Municipality	42,85
Monsterslus	Elias Motsoaledi Local Municipality	42,84
Ngwaritsi	Makhuduthamaga Local Municipality	42,84
Kgautswane	Tubatse Local Municipality	42,78
Tshehlwaneng	Makhuduthamaga Local Municipality	42,70
Vlakplaas	Makhuduthamaga Local Municipality	42,68
Ga-Moloi	Makhuduthamaga Local Municipality	42,61
Bogalatladi	Fetakgomo Local Municipality	42,59
Monametsi	Fetakgomo Local Municipality	42,52
Malope	Makhuduthamaga Local Municipality	42,51
Mphanama	Fetakgomo Local Municipality	42,34
Kromdraai	Marble Hall Local Municipality	42,26
Doornspruit	Marble Hall Local Municipality	41,75
Mamphokgo	Marble Hall Local Municipality	41,50
Tsimanyane	Marble Hall Local Municipality	41,41
Vaalbank	Marble Hall Local Municipality	41,39
Sephaku	Elias Motsoaledi Local Municipality	39,11
Small Phooko	Elias Motsoaledi Local Municipality	37,50
Magneetshoogte	Makhuduthamaga Local Municipality	37,46

Source: DoA (2006). Livelihood survey conducted in the Greater Sekhukhune District Municipality of Limpopo.

Food insecurity within Sekhukhune is the result of several factors. Within the past 12 months, the key shocks that communities within the District generally experienced were food price increases, petrol hikes, the growing costs of producing food, an increase in the number of individuals within households, violence, theft and illness (DoA and FIVIMS, 2007b). There's also some evidence that ongoing water scarcity and limited economic opportunities within Sekhukhune limit the ability of its residents to adapt and cope to external stresses and shocks (SEI, 2007). All these factors increase the vulnerability of communities within the District, and make it less easy for them to cope with food shortages when they occurred.

Hunger levels on the rise in Sekhukhune

In 2006, researchers interviewed 500 carefully-targeted households in Sekhukhune. They emerged with the following findings for the District:

53% of Sekhukhune residents skip meals because of a lack of food

More than 50% of Sekhukhune children eat less than they need to because of a shortage of food

36% of children in Sekhukhune said they sometimes went to bed hungry because there was no money to buy food (HSRC, 2006).

The DoA study revealed that 63% of households within the District were food insecure and that levels of hunger were on the increase (DoA and FIVIMS, 2007c). It also shows that Tubatse and Fetakgomo Local Municipalities are the most income-deprived areas in the District, and both also have the highest levels of food shortage in the area.

2.2.5 Safety and security

There are six magistrate courts in Sekhukhune District. These are Magistrate Praktiseer (next to Burgersfort), Magistrate Sekhukhune (in Schoonoord), Magistrate Nebo (in Phokwane), Magistrate Moutse, Magistrate Sempupuru and Magistrate Groblersdal (Groblersdal). These magistrate courts serve a population of 1,090,424 people.

When researching Sekhukhune's tourism potential as part of its 2025 Strategy, the District found that crime was a weakness that could potentially undermine tourism efforts in the area (G Steyn and Associates, 2006). More recently, the District's IDP consultations with communities found that the issue of crime was a recurring theme. The most important issues raised by communities and stakeholder groups (such as business, farmers, traditional leaders and civil society organizations) concerned:

The high levels of crime in the District

The presence of gangs in some communities

The lack of electricity and proper lighting exacerbated the problem of crime

There should be more police stations in the area as people sometimes have trouble accessing distant stations (GSDM, 2007b)

Official South African Police Service (SAPS) statistics record the following crime levels in the area:

Table 34: Crime Statistics

	CRIME TYPE	2006/07	2007/08	VARIANCE
EMLM	(DSSC 02) Attempted murder	81	72	-9
	(DSSC 12) Assault GBH	1050	977	-73
	(DSSC 13) Assault common	786	774	-12
	(DSSC 01) Murder	85	73	-12
	(DSSC 33) Attempted robbery: Aggravated: with fire-arm	17	16	-1
	(DSSC 34) Common Robbery	310	287	-23
	(DSSC 41) Attempted theft from/off motor vehicle	6	2	-4
	(DSSC 15) Burglary (houses)	945	879	-66
	(DSSC 16) Theft of all stock	255	228	-27
	(DSSC 18) Theft of motor vehicle and motor cycle	107	86	-21
	(DSSC 40) Attempted theft of vehicle and motor cycle	13	12	-1
	(DSSC 04) Robbery Aggravating	395	288	-102
	(DSSC 19) Theft off/from/of motor vehicle	59	145	-53
	(DSSC 46) Robbery with weapon other than fire-arm	32	24	-8
	(DSSC 35) Attempted common robbery	4	2	-2

	(DSSC 39) Attempted burglaries (houses) increase	3	4	1
	(DSSC 38) Attempted burglaries (business) increase	6	9	3
	(DSSC 14) Burglary (excluding residential premises) Increase	294	350	56
MLM	(DSSC 33) Attempted robbery: Aggravated: with fire-arm	5	2	-3
	(DSSC 35) Attempted common robbery	2	1	-1
	(DSSC 13) Assault common	202	143	-59
	(DSSC 46) Robbery with weapon other than fire-arm	6	2	-4
	(DSSC 34) Common Robbery	37	28	-9
	(DSSC 12) Assault GBH	465	426	-39
	(DSSC 16) Theft of all stock	126	83	-43
	(DSSC 18) Theft of motor vehicle and motor cycle Increase	27	29	2
	(DSSC 40) Attempted theft of vehicle and motor cycle	2	1	-1
	(DSSC 04) Robbery Aggravating	141	133	-8
	(DSSC 02) Attempted murder Increase	29	31	2
	(DSSC 19) Theft off/from/of motor vehicle	31	21	-10
	(DSSC 01) Murder Increase	42	48	6
	(DSSC 38) Attempted burglaries (business)	2	0	-2
	(DSSC 15) Burglary (houses) Increase	276	323	47
	(DSSC 14) Burglary (excluding residential premises) Increase	135	201	66
GTM	(DSSC 46) Robbery with weapon other than fire-arm	2	1	-1
	(DSSC 02) Attempted murder	42	42	0
	(DSSC 01) Murder	15	13	-2
	(DSSC 34) Common Robbery	55	52	-3
	(DSSC 40) Attempted theft of vehicle and motor cycle	1	0	-1
	(DSSC 19) Theft off/from/ motor vehicle Increase	26	37	11
	(DSSC 18) Theft of motor vehicle and motor cycle	11	8	-3
	(DSSC 38) Attempted burglaries (business)	1	1	0
	(DSSC 14) Burglary (excluding	93	145	52

	residential premises) Increase			
	(DSSC 13) Assault common Increase	259	268	9
	(DSSC 12) Assault GBH	483	469	-14
	(DSSC 04) Robbery Aggravating Increase	110	126	16
	(DSSC 33) Attempted robbery Increase	4	6	2
	(DSSC 15) Burglary (houses)	295	270	-25
	(DSSC 16) Theft of all stock	90	80	-10
	(DSSC 35) Attempted common robbery Increase	0	2	2
	(DSSC 39) Attempted burglaries (houses)	0	1	1
GMHM	(DSSC 01) Murder	11	4	-7
	(DSSC 46) Robbery with weapon other than fire-arm	5	2	-3
	(DSSC 13) Assault common	117	86	-31
	(DSSC 12) Assault GBH	120	110	-10
	(DSSC 33) Attempted robbery: Aggravated: with fire-arm	1	1	0
	(DSSC 34) Common Robbery	40	40	0
	(DSSC 41) Attempted theft from/off motor vehicle	5	0	-5
	(DSSC 16) Theft of all stock	9	4	-5
	(DSSC 19) Theft off/from/of motor vehicle	41	20	-19
	(DSSC 18) Theft of motor vehicle and motor cycle	35	20	-15
	(DSSC 40) Attempted theft of vehicle and motor cycle	5	5	0
	(DSSC 04) Robbery Aggravating Increase	38	43	5
	(DSSC 35) Attempted common robbery Increase	0	1	1
	(DSSC 02) Attempted murder Increase	5	18	13
	(DSSC 14) Burglary (excluding residential premises) Increase	43	49	6
	(DSSC 15) Burglary (Houses) Increase	122	197	75
	(DSSC 38) Attempted Burglaries (Business) Increase	0	2	2
	(DSSC 39) Attempted Burglaries (Houses) Increase	0	3	3
FLM	(DSSC 33) Attempted robbery: Aggravated: with fire-arm	3	0	-3
	(DSSC 04) Robbery Aggravating	24	16	-8
	(DSSC 34) Common Robbery	23	20	-3
	(DSSC 12) Assault GBH	124	117	-7

(DSSC 46) Robbery with weapon other than fire-arm	1	1	0
(DSSC 18) Theft of motor vehicle and motor cycle	7	2	-5
(DSSC 19) Theft off/from/of motor vehicle	13	6	-7
(DSSC 16) Theft of all stock	33	20	-13
(DSSC 15) Burglary (houses)	59	56	-3
(DSSC 13) Assault Common Increase	43	52	9
(DSSC 01) Murder Increase	9	11	2
(DSSC 02) Attempted Murder Increase	6	11	5
(DSSC 35) Attempted Common Robbery Increase	0	1	1
(DSSC 14) Burglary (excluding residential premises) Increase	40	65	25
(DSSC 40) Attempted theft of vehicle and motor cycle Increase	0	1	1

Source: SAPS Police Report 2007/08

The Crime Statistics has been increasing and decreasing which could be ascribed to the efforts SAPS put in place.

In EMLM Burglary excluding and including residential premises increased by 7% and the latter decreased by 7%. Robbery decreased by 26%. Theft from Motor Vehicle decreased by 27% and Assault decreased by 7%.

In MLM Common Assault decreased by 29%, Stock Theft decreased by 34%, Burglary from Residential and Non Residential premises increased by 17% and 49% respectively.

In Tubatse the only crime of note is Burglary at non residential premises increased by 56%. GMHLM experienced an increase of 61% on Burglary at residential premises. Fetakgomo on the other hand also experienced a 63% increase on Burglary from residential premises.

Burglary is emerging as a thorn in the flesh. It could be a result of dwellings that do not have proper security systems especially traditional houses which are easy to break into. This also shows that the efforts of community policing may not be succeeding. More efforts should be made by the communities to report those behind the crime to the police.

2.2.6 Social Cohesion

Finally, this overview of social issues would be incomplete without a mention of social cohesion. The issue has particular significance for the Sekhukhune District in light of its recent incorporation into Limpopo province, after a national policy decision to abolish cross-border municipalities. As is evident from the history of the area, what appears to be a simple demarcation issue may turn out to be the catalyst for significant social conflict if not carefully managed. It is therefore important to both understand and, subsequently, manage the complex and multi-dimensional issues at play in this regard.

2.2.7 Sports, Arts and Culture

- ✓ Sport advancement and promotion
- ✓ Sport and recreation
- ✓ Support to federations
- ✓ Support to Councils

Challenges

- ✓ Lack of facilities within local municipalities
- ✓ Lack of support within the local municipalities.
- ✓ Under funding
- ✓ Availability of land for district stadium.

Arts and culture -

- ✓ Cultural show
- ✓ Promotion of artists
- ✓ Miss Sekhukhune
- ✓ Promotion of emerging designers and crafters.

Challenges

- ✓ Lack of support within the local municipalities
- ✓ Under funding

Social challenges

Years of under-development in Sekhukhune have left their mark on the people of the District. Social development continues to pose challenges for the area, which is also marked by relatively low levels of social infrastructure. More specifically, the key challenges are:

At just R115 per person, Sekhukhune has the lowest per capita expenditure on primary health care in South Africa

- The District has a relatively high illiteracy level
- Most Sekhukhune households depend extensively on social grants from government
- Hunger levels are increasing in Sekhukhune, with 53% of residents admitting to skipping meals because of a lack of food.
- High crime levels which may destabilize the District's plans to exploit its tourism potential.
- Limited social infrastructure to fully meet the needs of its residents

2.3 SPATIAL PROFILE

The land issue is a complex one in the Sekhukhune District, and is intrinsically linked to questions of economic and social development. The current land complexity is partially the result of the past, which

saw this geographical area split between former homeland areas, private farms and small towns. Today, however, the potential burgeoning of agricultural, mining and tourism activity in the District lends distinctive spatial challenges of its own. This is exacerbated by the land ownership patterns in the District, with a significant proportion of the land falling under traditional authorities. This section is a snapshot of the District's spatial profile.

2.3.1 Settlement patterns

The Sekhukhune District is spread over former homeland areas, commercial farms, towns and semi-urban centres. According to the Limpopo Spatial Rationale Study (2002), Sekhukhune has roughly 605 settlements which are fairly dispersed. There are a number of ways of classifying settlement patterns. A particularly useful delineation, however, may be found in the Integrated Spatial Development Framework, which identifies four dominant patterns in the Sekhukhune District. This includes first order settlements, which encompasses all provincial, district and local growth points. In addition, second order settlements are those areas with a sizeable population but that are found outside the primary first order settlements. Third order settlements are local service points with some potential for future growth. Finally, fourth order settlements are scattered small settlements with very little potential for growth.

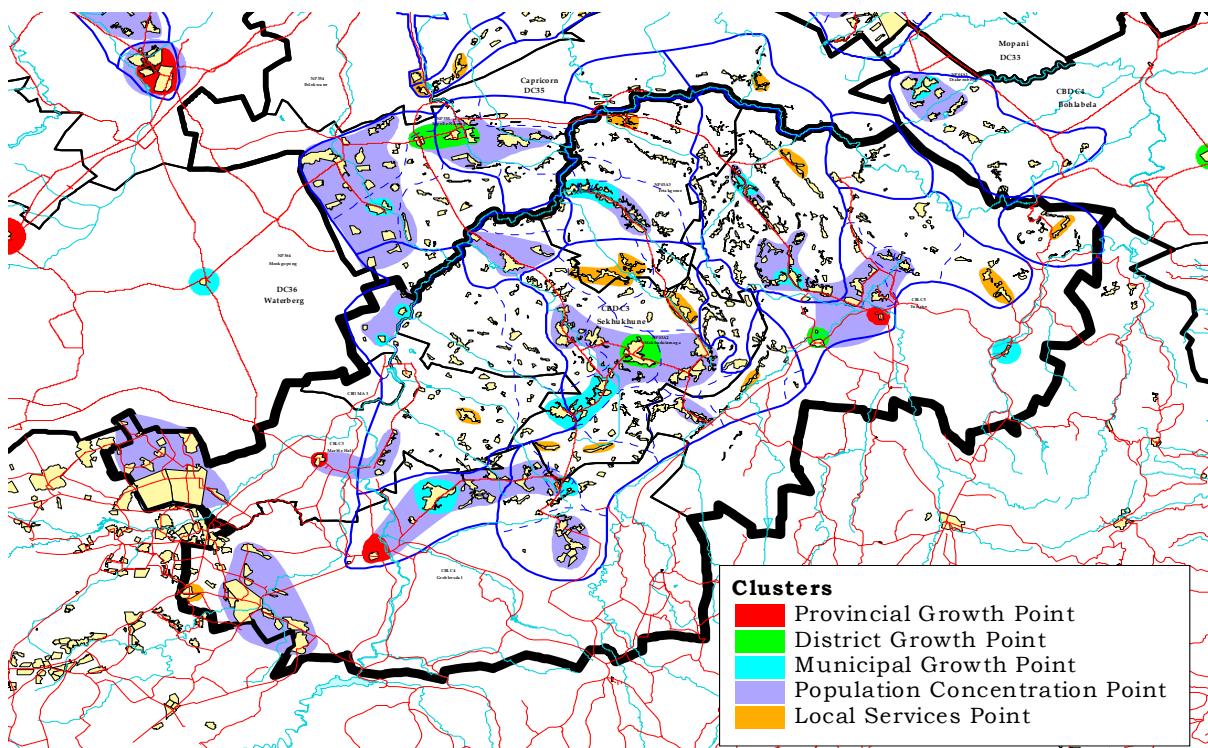
The first order settlements are of particular interest to this IDP. In 1999, the Limpopo Spatial Rationale identified the following:

Table 35: Growth points in the Sekhukhune District

Municipality	% of people residing in growth points	Provincial growth points	District growth points	Municipal growth points
Tubatse	38%	Burgersfort	Steelpoort	Mecklenburg Driekop Ohrigstad
Marble Hall	66%	Marble Hall	N/A	Van der Merweskr aal Elandskraal
Elias Motsoaledi	61%	Groblerdal	N/A	Monsterlus Motetema
Fetakgomo	39%	N/A	N/A	Apel
Makhuduthamaga	51%	N/A	Jane Furse	Phokwane

Source: Limpopo Spatial Rationale (1999), reproduced in GSDM undated). Integrated Spatial Development Framework.

This is graphically depicted in the map below.
Growth Points in the Sekhukhune District



Source: Procurement Dynamics (undated). *Synthesis report of the research.*

Stimulating the continued development of these growth points, whilst simultaneously ensuring balanced sustainable development throughout the District, is likely to be a key challenge for the municipality in the next few years.

2.3.2 Land use

Land use within the Sekhukhune District is dominated by subsistence farming. This is especially true in the Fetakgomo, Makhuduthamaga, Marble Hall and Greater Tubatse municipal areas.

The second significant land use is the potential conservation areas, especially within the Elias Motsoaledi and Marble Hall municipal areas. These potential conservation areas may eventually encompass roughly one third of Elias Motsoaledi and Marble Hall.

The different land use patterns in the Sekhukhune District are captured in the table below.

Table 36: Land use patterns in Sekhukhune

Land use type	Area in sq km	% of total
Agricultural: Commercial	1,135	7,7
Agricultural: Subsistence	2,683	18,1
Potential conservation	3,484	23,5
Active conservation	463	3,1
Active mining	37	0,2
Other	7,030	47,4
Total	14,832	100

Source: Department of Land Affairs (2006). *Land Cover Map*. Cited in M Maila (2006), op cit

It is also becoming apparent that land is growing increasingly scarce in the District, within the urban, rural and semi-rural areas equally. District Municipality and Local Municipalities have recognised this as a challenge, and have prioritized the issue. This is particularly significant given the growing importance of agriculture, mining and tourism – all potentially conflicting land uses – to the Sekhukhune economy.

2.3.3 Land Use Management

An even more complex issue within the District, however, is that of land use *management*. The land issue is a potentially difficult one in Sekhukhune, with the District being governed by a dual system. Under the traditional system, land allocation (and, therefore, land use) is the prerogative of tribal councils – and this system dominates in much of the District (especially in the townships and rural villages). Other parts of the district, however, are governed by modern post-apartheid land legislation such as the Development Facilitation Act, the Municipal Systems Act and the Communal Land Rights Act. This modern system holds sway in the District's formal towns and, to some extent, the adjacent townships.

The traditional system is rendered more complex by the fact that each of the approximately 70 traditional authorities in the area has its own unique land use management system. In general, however, each traditional authority allocates land to a subject for either residential use or subsistence farming. In addition, subjects would also have unlimited access to communal grazing land, which often cuts across traditional authority boundaries. The communal grazing system, however, is becoming increasingly difficult to maintain, given the growing demand for land (for a range of purposes). Furthermore, the traditional land use management system is unwritten and therefore often subject to interpretation.

In recent years, the boundaries between different traditional authority areas have become increasingly blurred. This has led, in part, to the lodging of competing land claims in many parts of the District³. It has also led to the growth of informal settlement activities within some traditional authority areas. This is especially prevalent around district growth points like Burgersfort, Atok and Jane Furse and is undoubtedly a reflection of economic migration towards potential centres of economic activity.

2.3.4 Recent trends

According to background research done for the District's 2025 Development Strategy, Sekhukhune's developing economic nodes appear to be attracting an increasing number of people, thereby creating higher population concentrations in certain parts of the District. This is especially true of the Jane Furse-Phokwane development node in Makhuduthamaga, as well as the Bothashoek-Praktiseer area (Tubatse) and the Atok area (Fetakgomo).

In the hinterlands, by contrast, land uses such as conservation appear to be developing more rapidly. This is particularly the case within the local municipal areas of Marble Hall, Elias Motsoaledi and Tubatse.

Finally, the central municipal areas of Makhuduthamaga and Fetakgomo are characterized by mixed land uses of subsistence farming and residential uses.

2.3.5 Land issues may lead to future social tensions

In summary, the land issue is potentially a source of tension in the Sekhukhune area. There is a latent tension between the traditional (tribal council) and modern (legalized) land use management systems. There is also a number of competing land claims in the area, which have not been resolved by the Department of Land Affairs as yet. Finally, as the Sekhukhune economy booms, there is likely to be competing land demands by the different economic sectors. If the district population grows in response to this foreseen economic boom, domestic demand for (commercial and residential) land will become a competitor in this arena as well.

2.3.5.1 Land claims in Sekhukhune

The total numbers of 850 land claims, which cover 75% of the land in Sekhukhune, are also causing major land shortages for the district. Most of these claims are not likely to be resolved soon as they are on tribal land and need tenure reform rather than restitution. The Act that will cover tenure reform in South Africa is still a Bill. This means that 75% of the land in the district will still remain under dispute for the foreseeable future.

The nature of number of claims in the district makes development difficult, particularly as we are faced with competing claims and those lodged by one chief against another. These kinds of claims have the greatest potential of causing instability amongst communities – and it is a situation that we as a District Municipality need to monitor carefully. However, it also requires high-level interventions from other spheres of government.

The modern land use management system, on the contrary, is based on a fairly systematic recording of land use rights. This system compels land developers to develop their individual land plots within the parameters of a particular zoning scheme. This type of land use management occurs largely in the formalized towns such as Burgersfort, Marble Hall and Groblersdal.

Land use management in Sekhukhune, then, is a complex issue that requires interventions on a number of different fronts. There are currently some measures to address the situation. The Limpopo Department of Local Government and Housing, for instance, is assisting the local municipalities with the development and review of Spatial Development Frameworks (SDFs) which will address some of these problems. In addition, the District is also conducting land use awareness programmes for various stakeholders as well as developing district wide Land Use Management Schemes. However, much more needs to be done to resolve the multiplicity of spatial issues in the District. Once resolved, these will unlock enormous development potential in Sekhukhune.

Spatial challenges

Land ownership patterns are one of the biggest development challenges facing Sekhukhune. Without a resolution of this issue, most socio-economic activities in the District will continue to be thwarted.

More specifically, the key challenges are:

- Upgrading of tenure, which would facilitate investment and borrowing capacity has been lagging behind.
- The scattered nature of settlement coupled with low density; make it extremely expensive to provide infrastructure and services.
- Some nodal points like Jane Furse have not yet been planned and proclaimed thereby limiting the growth potential of the node.
- Current land ownership patterns deter potential investors
- Competing land claims in the area threaten to destabilize future development
Competing (social, economic, etc) demands for land use may cause social tensions in the future
- Tribal and modern land use management systems and practice are still a challenge in the district.

2.4 ECONOMIC PROFILE

The attainment of the vision set out in this IDP will ultimately be determined by the state of the Sekhukhune economy. Other sections of this chapter have already painted a picture of the spatial, demographic and infrastructural challenges to economic development in the District. This section turns its lens on the principal characteristics of the Sekhukhune economy more specifically. It identifies the municipal economy's main features, describes its dominant sectors and concludes with an assessment of its competitive advantage. It is therefore an important profile that plays a substantial role in defining the development strategies, projects and overarching socio-economic plans of the Sekhukhune Municipality.

The Sekhukhune economy is a curious mixture of overwhelmingly negative features (such as the highest unemployment rate in Limpopo) and unbridled positive opportunities (like the enormous mining potential within the area). Plotting an economic development path therefore requires a careful assessment of the current economic reality in the District.

2.4.1 The structure of the Sekhukhune economy

Conventional wisdom has it that agriculture; mining and tourism are the three leading sectors in the Sekhukhune economy. Official statistics, however, paint a slightly different picture of the District economy being dominated by community services, mining and trade. It must be noted that it is very difficult to find accurate data for the local level in South Africa. Those data-gathering exercises that do exist often yield vastly different accounts of local realities. Most public sector plans and IDPs, however, draw on Stats SA data even whilst recognizing some of its limitations. The table below is drawn from Stats SA data and sets out the main sectoral contributions to Sekhukhune's Gross Geographic Product (GGP).

Table 37: Key sectoral contributions to Sekhukhune's GGP (1995 – 2000)

Sector	1995	1996	1997	1998	1999	2000
Agriculture and forestry	11,472	10,828	9,060	11,607	11,295	12,074
Mining	304,975	340,825	385,950	433,274	447,409	510,348
Manufacturing	30,564	35,650	45,420	46,311	52,220	60,532
Electricity and water	39,849	46,002	59,635	76,797	84,431	97,098
Construction	10,717	13,416	14,707	13,440	12,938	10,888
Trade and catering	215,203	253,344	284,010	363,923	409,551	450,398
TPT and communication	50,026	56,029	70,793	74,507	77,737	80,708
Financial and business services	5,081	5,348	5,630	6,255	8,979	9,529
Community services	799,430	808,253	861,297	1,192,342	1,291,970	1,361,607
Total	1,467,317	1,569,695	1,736,502	2,218,456	2,396,530	2,593,182

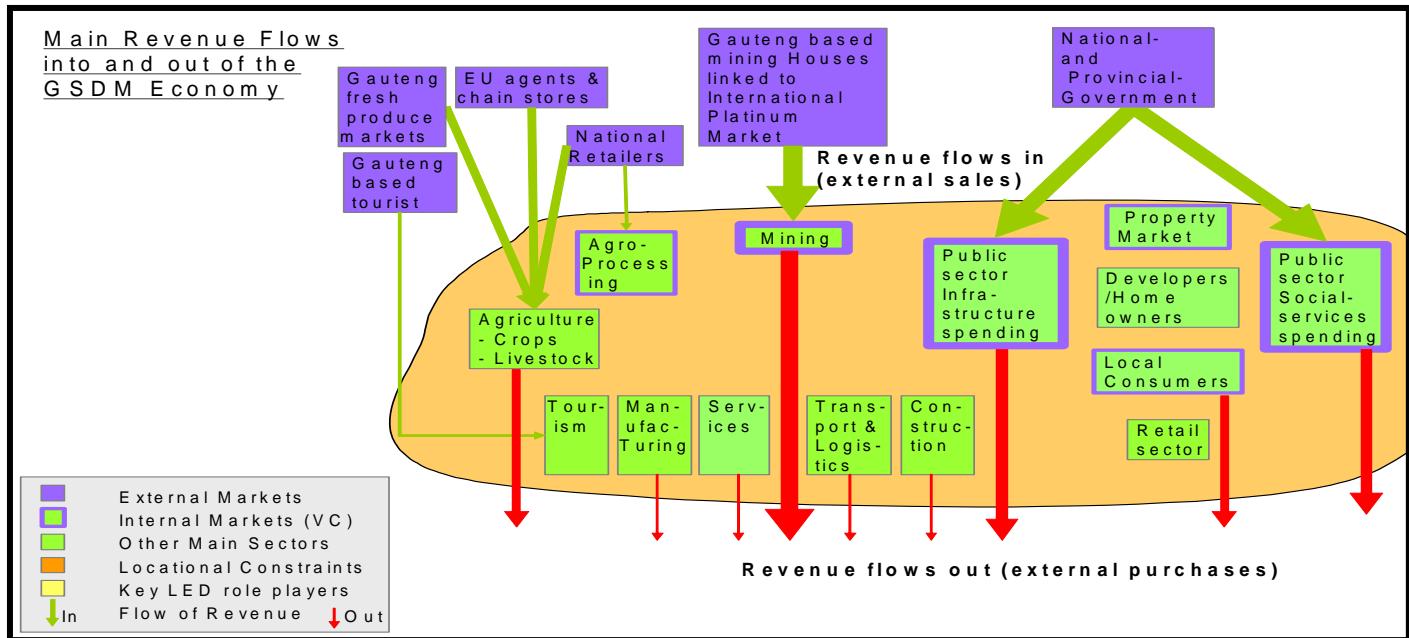
Source: Stats SA (2001)

What the data reveals is that in 2000, the Sekhukhune economy depended largely on public sector funding with community services being a major factor in the area.

The three main contributors to GGP were community services (52%), mining (20%) and trade (17%). Despite these findings, the District has very consciously chosen to explore the potential of mining, agriculture and tourism as key contributors to the Sekhukhune economy up to the year 2025. This is also in recognition of the fact that thriving local economies should not depend overly on public sector injections of income. These 3 key sectors, as well as others highlighted in the table above, are presented in the next sub-section.

Revenue Flows

First, however, this section turns its lens on another salient feature of the Sekhukhune economy – the main revenue flows into and out of the municipal economy. This is captured graphically in the figure below.



The main sectors are indicated as green blocks within the orange oval, which depicts the boundary of the focal area. The arrows indicate the main sources of external income (revenue and investment) flowing into and leaking out of the economy.

What is striking about this picture is that the bulk of revenue flows directly out of the Sekhukhune economy, as many goods and services are supplied from outside the District. As later sections of this IDP will reveal, this reality has led to the District prioritizing certain interventions that will see the retention of revenue within the District.

2.4.2 Key economic sectors

As the previous section highlighted, the pre-dominance of certain sectors in the Sekhukhune economy is somewhat contested. This section provides an outline of the sectors that the District Municipality has decided it is of strategic importance to its sustained economic growth. These sectors are mining, agriculture, tourism, retail and trade, manufacturing, construction, transport and logistics, financial and business services as well as the public sector. Collectively, these provide a comprehensive picture of the potential inherent in the municipal economy.

2.4.2.1 Mining

The Sekhukhune District cuts across the north-eastern part of the Bushveld Complex, an immense geological structure that contains the largest reserves of platinum group metals (PGM) in the world. PGMs are a family of 6 metals – platinum, palladium, rhodium, iridium, osmium and ruthenium. The first three of these are the main metals used in catalysts. Nickel, chrome, vanadium, titanium, iron, copper, cobalt, granite and asbestos are some of the other deposits found in that belt.

Although statistics may vary, most would agree that mining is a key contributor to Sekhukhune's GGP – and a sector with enormous potential for the immediate future. Modern mining has been practiced in Sekhukhune land for well over a century, and typically involved the exploitation of andalusite, asbestos, chromite and platinum deposits. What is striking about previous bouts of mining activity in the area, however, is how changing commodity prices affected the opening, closing and, occasionally, re-opening of mines. When prices rose, new exploration and development took place in the Sekhukhune mining sector. Conversely, when prices fell, mines in the area were forced to close.

(a) Current mining activities

Mining's contribution to GGP in Sekhukhune is estimated at between 15 – 20%, depending on the source of the statistics. Within the District itself, the sector contributes most to the GGP of Makhuduthamaga (22, 8% in 2000), Fetakgomo (32, 6% in 2000) and Tubatse (36, 6% in 2000) (Goode, 2006). These figures are likely to have changed in recent years, however.

The major mining activity in the District occurs within the Dilokong Corridor, which stretches largely across Tubatse and Fetakgomo. Elias Motsoaledi, Makhuduthamaga and Marble Hall have relatively low levels of mining activities (GSDM, 2007a).

It is estimated that mining grew at an annual rate of 5, 4% from 1996 – 2001 (Goode, 2006), a comparatively high growth rate which bodes well for the future. According to the Department of Minerals and Energy, there were 17 operating mines in the Sekhukhune District area in 2006 (Goode, 2006). These include a significant number of platinum mines in the area.

The table below sets out the main existing (operating) and planned platinum mines in the District. Operating and projected platinum mines in/near Sekhukhune

Table 38: Operating and projected platinum mines in/near Sekhukhune

Mine	Controlling company	Local Municipality
Expansion in progress or production building up		
Lebowa Platinum	Angloplat	Fetakgomo LM
Modikwa	Angloplat African Rainbow Minerals	Tubatse LM
Mototolo	Angloplat	Tubatse LM
Everest South	Aquarius	Within 30km of GSDM
Two Rivers	African Rainbow Minerals	Tubatse LM
Marula UG2	Implants	Tubatse LM
Bankable feasibility study completed		
Blue Ridge	Ridge	Elias Motsoaledi LM
Bankable feasibility study planned or underway		
Sheba's Ridge	Ridge	Elias Motsoaledi LM

Smokey Hills	Platinum Australia	Tubatse LM
Twickenham	Angloplat	Tubatse LM
Mareesburg	Eastern Plats	Tubatse LM
Marula Merensky	Implants	Tubatse LM
Pre-feasibility study in progress or completed		
Kennedy's Vale	Eastern Plats	Tubatse LM
Der Brochen	Angloplat	Tubatse LM
Booysensdal	Angloplat	Within 30km of GSDM
Advanced exploration		
Ga-Phasha	Angloplat	Fetakgomo LM
Loskop	Boynton	Elias Motsoaledi LM
Early exploration		
Grootboom	Boynton	Tubatse LM
Tjate	Jubilee	Tubatse LM
Kliprivier	Nkwe	Within 30km of GSDM
Tinderbox	Placer Dome	Elias Motsoaledi LM
Berg	Platfields	Within 30km of GSDM

Source: Goode, R and Granville, A (2006). Mining expansion and employment in Sekhukhuneland: Expectations and impediments.

In addition to the list above, there are also a number of other PGM prospects in or around the Sekhukhune District area.

(b) Prospects for the future

Much attention has been given recently to the anticipated platinum mining explosion in Sekhukhune. There are 3 areas where the new platinum mines will be concentrated:

The Lebowakgomo District (South)

Groblersdal – Cluff mining

The Dilokong or Burgersfort/Steelpoort corridor (Techso, undated).

The Sekhukhune District recently commissioned an investigation into potential global demand for the key minerals found in its jurisdiction. The results are presented in the table below.

Table 39: Market prospects for Sekhukhune minerals

Mineral	Commercial uses	Future prospects
Chrome and ferrochrome	Stainless steel production Metallurgical applications Refractory, foundry and chemical industries	The primary determinant of global demand for chrome is stainless steel production (which has grown by 6% p.a. since 1998) There's currently strong demand from high Chinese stainless steel production However, excessive supply of chrome could push down prices in the future
Vanadium	Steel making	Because 90% of vanadium is used in steel making, the world vanadium market is firmly tied to the steel market In 2004, world steel production exceeded 1 billion tons for the first time in history Between 2000 – 2004, steel production increased by 6% p.a. globally, especially from China Positive short-term prospects for Sekhukhune vanadium, especially given potential Chinese demand A possible threat could arise if producers seek substitutes if vanadium prices become too high
Platinum group metals	Automotive exhaust catalysts (autocatalysts) Other industrial uses (other catalysts, turbine blades. Biomedical uses, coins, PC hard disks, etc) Jewellery production	Because of the nature of its commercial usage, global demand is strongly linked to environmental stds re vehicle emissions Demand for PGMs has continued to grow over the years, however – and there is currently a healthy outlook for this type of mining Jewellery demand is also expected to rise
Limestone	Used in cement and steel-making	Increased construction activity will result in sustained demand for cement Hence, there's a positive outlook for limestone mining in Sekhukhune
Dimension stone	Red and black granite used in home décor/architecture	World demand for dimension stone has been growing steadily However, the South African market isn't faring well because of currency depreciation, costly logistics to beneficiation and unpredictable demand (because architects choose

		different finishes)
Coal	Energy	There are better sources outside Sekhukhune that currently supply the domestic and international markets. Hence, coal mining isn't a viable prospect for Sekhukhune. However, there's limited potential for the extraction of coal bed methane as an energy source for the region (needs further investigation, though)

Source: Adapted from Goode (2006). Scoping paper on the mining sector in the Greater Sekhukhune District Municipality.

There are, in summary, a number of factors that could affect Sekhukhune's mining industry negatively in the future. These include drops in global demands for the minerals produced in the area, continued water scarcity in Sekhukhune and the increasing mechanization of platinum mining in the future. The latter will affect the potential employment opportunities generated by the mining industry in Sekhukhune. All these externalities may impact on the viability of the mining sector in Sekhukhune, regardless of whether the area contains significant mineral deposits or not.

(c) Beneficiation opportunities and value chain analysis

It is important to note that PGM ores are low in value (possibly around 30 cents/kg). It is also difficult to extract the valuable metals from them without suitable and expensive equipment. Some estimates place the value of the ordinary (just mined) platinum ore at only 13% of the refined material (Goode and Granville, 2006).

At present, there is no base-metal or platinum smelter in the Sekhukhune area. The nearest smelter is Amplats' Polokwane Smelter. Recent research done for the District's 2025 Strategy included interviews with key mining companies on the possibility of them building a smelter within the District. This was based on research projections that the total PGM production in Sekhukhune in 2015 would be 2,900,000 oz per annum – a figure that would justify the installation of a new smelter in the area (Goode and Granville, 2006). It would appear, however, that most mining companies were not planning to build a new smelter in the Sekhukhune area. The one possible expectation was Ridge Mining, which is currently considering building a new smelter at Sheba's Ridge (within Elias Motsoaledi Municipality) (Goode and Granville, 2006). None of this has been decisively concluded, however.

(d) Job creation

Since the mid-1980s, the mining labour market has changed significantly as the sector has become more knowledge-intensive. As a result, overall mining employment has been decreasing gradually.

Goode and Granville (2006) estimate that platinum mining in the Sekhukhune District will generate the following jobs until 2015:

Table 40: Projected employment in platinum mining in/near Sekhukhune

	Production (k-oz)	Employees
2005	652	14,067
2006	700	14,570
2007	931	18,665
2008	1,412	27,287
2009	1,710	31,860
2010	2,028	36,427
2011	2,266	39,252
2012	2,495	41,666
2013	2,597	41,806
2014	2,693	41,786
2015	2,856	42,730

Source: Goode, R and Granville, A (2006). Mining expansion and employment in Sekhukhuneland: Expectations and impediments.

Goode and Granville (2006, op cit) also predict that employment in the mining and metallurgical industry in Sekhukhune will double by 2015. Their forecasting is captured below.

Table 41: Projected employment in Sekhukhune's minerals industry (- 2015)

	2005	2010	2015
Platinum mines	14,067	36,427	42,730
Chromite mines	1,415	1,740	2,140
Base metal smelters	0	170	300
Ferrochrome plants	832	1,030	1,270
Other mines and metallurgical plants	740	900	1,100
Total	17,050	40,300	47,500

Source: Goode, R and Granville, A (2006). Mining expansion and employment in Sekhukhuneland: Expectations and impediments.

Other projections predict that direct employment at Sekhukhune mines is expected to grow from 9,185 (2005) to more than 18,200 by 2009 (GSDM, 2007a).

An eye on 2015

Production of Platinum Group Metals (PGMs) in Sekhukhune will probably increase from 652,000 oz (2005) to 2,900,00 oz (2015)

By 2015, the Sekhukhune District area will be producing 22% of South Africa's PGMs

The capacity of chromite mines in Sekhukhune will probably increase by 150% by 2015

Vanadium mining in Sekhukhune will increase by 50% by 2015

Some opportunities, if carefully nurtured, exist for beneficiation within the Sekhukhune District itself

Employment in the minerals industry in Sekhukhune may increase by 180% by 2015 (an additional 30,000 workers) Goode and Granville (2006)

2.4.2.2 Agriculture

The agricultural sector is an important contributor to employment, but a relatively marginal contributor to the aggregate GGP, estimated at 9, 7% (GSDM, 2007a). According to farmers in the area, the main reason why the sector doesn't contribute more to GGP is because of water scarcity. Other reasons could include the combined effects of land claims, which creates uncertainty and discourages further investment, as well as the low growth of global commodities.

Agriculture in the Sekhukhune District is a mixture of both commercial and subsistence farming. As indicated in the earlier spatial profile, subsistence farming tends to dominate land use in the District.

Commercial agriculture in Sekhukhune tends to be concentrated in two areas:

The south-western part of the District (near Groblersdal and Marble Hall)

The eastern section of the District (near Burgersfort and Ohrigstad)

(a) Commercial agriculture

Over the past 5 to 10 years, farmers in the area have faced mounted difficulties with falling commodity prices and rising input costs. Despite this, agriculture's contribution to GGP continues to be roughly 10% and, in 2001, provided 16% of the formal employment within the District (Womiu Rural Development, 2006a).

There are two major areas of commercial cultivation:

The Loskop scheme

The Ohrigstad scheme

(a1) The Loskop scheme

The towns of Groblersdal and Marble Hall are found in the Loskop Valley. The commercial agricultural schemes in this valley are serviced by the Loskop Dam, built in 1938 especially for this purpose. In addition to the Loskop scheme, there are 5 smaller schemes within the Loskop agricultural area:

Moosrivier scheme

Hereford scheme

Olifants River scheme

Elands River scheme

Selons River scheme

Collectively, these contribute significantly to commercial agriculture in the area.

The past 10 years have placed Loskop farmers under increasing pressure as rising input costs, a stronger local currency, lower commodity prices and external competition have all taken their toll. One of the responses on the part of local farmers has been to diversify the crops they produce. The collapse of the once lucrative tobacco industry has also pressured farmers in the area to look at different options. As a result, there has been a growing emphasis placed on establishing permanent crops, such as citrus and table grapes, in the area.

Main crops in Loskop

Tobacco, Wheat, Cotton, Soya beans, Citrus, Paprika, Pumpkin, Peas, Commercial vegetables, Seed maize, Commercial maize, Table grapes, Dry beans, Watermelons and cantaloupes

(a2) The Ohrigstad scheme

The Ohrigstad valley is supplied with irrigation water from the Ohrigstad Dam along the Ohrigstad River. The total area currently being irrigated is estimated at roughly 4,500 hectares. At present, information on the Ohrigstad scheme is fairly limited, although indications are that the area is facing similar challenges to those faced by Loskop farmers (Womiu Rural Development, 2006a).

Main crops in Ohrigstad

Tobacco, Paprika, Wheat, Maize, Seed maize, Citrus, Sugar, Lucerne, Vegetable cash crops and Olives Game farming

The District currently has a competitive advantage in a number of crops, including table grapes, citrus and vegetables for processing (Womiu Rural Development, 2006b). This can be maintained if the District promotes processing and other value-adding activities for these products.

(b) Emerging and small-scale agriculture

Almost 70% of Sekhukhune farmers are subsistence farmers. This group of farmers engages extensively in both livestock and crop farming.

In the mid-1990s, three Farmer Support Programmes were providing assistance to about 16,000 small-scale maize farmers in Phokoane, Ndebele and Sterkspruit. These programmes have been discontinued (Womiu Rural Development, 2006a) and subsistence agricultural production in Sekhukhune has generally dropped significantly (DoA, 2006).

The two areas with the highest potential for small-scale farmers are the higher rainfall dryland areas, as well as the Olifants River Irrigation Scheme. The latter consist of 42 government-assisted schemes allocated to approximately 3,000 farmers, and has been identified as part of the Limpopo DoA's *Revitalisation of smallholder schemes*. The table below captures the schemes that will be revitalised under this initiative in the first 2 years:

Table 42: Planned revitalisation of small-scale farming schemes in Sekhukhune

Name of scheme	Size (ha)	No of farmers
Boschkloof	127	200
Lepellane	340	68
Montevideo	90	31
Gataan	115	129
De Paarl	68	54
Goedvertrouwing	123	102
Nooitgesien	110	91
Steelpoortdrift	94	72
Strydkraal	92	92
Wonderboom	117	23

Total	1,276	862
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Source: Womiu Rural Development (2006a). Scoping paper: Agricultural sector.

The future of agriculture in Sekhukhune is, however, impeded by a number of factors. These include water scarcity, distorted land ownership patterns, a growing number of land claims, limited support services and inadequate infrastructure and services. The huge disparities between the commercial and subsistence farming worlds may also eventually cause some social tension. The other area of potential tension lies in conflicting social and economic demands for water, an increasingly scarce resource in the District. It is a tension that will need to be mediated through future IDP processes.

Despite these potential difficulties, opportunities abound for agriculture in Sekhukhune, and the sector is likely to play a dominant role in the District's forthcoming *2025 Strategy*. It is also a critical element of provincial economic strategy.

Agriculture and the LGDS

There are two identified agricultural clusters within the LGDS:

Red meat cluster

Horticultural cluster

Both have implications for future agricultural development in the Sekhukhune District. The red meat cluster could be developed best in the Phokoane/Ndebele area, and the horticultural cluster in the Groblersdal/Marble Hall area. Both options are currently being considered by the Sekhukhune District and feasibility studies are being undertaken in 07/08 financial year.

Agricultural activities with the most potential in Sekhukhune

Recent research done for the District's *2025 Strategy* identified 6 areas that held the most potential for Sekhukhune agriculture. These are:

Crops associated with the bio-fuels industry (soya, sorghum, maize, groundnuts, sunflower, etc)

Dryland farmer support programme focusing on maize, sorghum and guar

Farmer support programme focusing on cattle and goat farming

Red meat cluster development, concentrating on the sourcing of weaners, feedlots, feed manufacturing, abattoir and other processing

General farmer support programmes looking at the unutilised capacity of small community projects in the District

Commercial and horticultural production, especially in terms of cluster development in the high potential areas of Groblersdal/Marble Hall and Ohrigstad/Watervals-Spekboom (focused on value-adding activities (Womiu Rural Development, 2006b). These options are currently being investigated by the District.

2.4.2.3 Tourism

Nationally, there has been a major shift in the tourism sector away from strategies that rely on physical attributes towards those that emphasise competitive behaviour. This notion is taken forward in key provincial documents, such as the *LGDS* and the *Provincial Tourism Plan*, which call for the development of spatially concentrated clusters that have unique competitive success in a particular field.

Within the Sekhukhune context, a number of clusters have been identified recently as offering significant tourism potential. These include:

Themed routes for special interest groups

Family recreation for neighbours and local residents

The game industry for hunters, lodges and game farmers

Business tourism
Agri-tourism
(G Steyn and Associates, 2006)

(a) Current tourism infrastructure

Tourism has been identified as one of the major growth sectors in the Sekhukhune District. The District's *Tourism Strategy* indicates that there are an estimated 84 accommodation facilities offering 2,627 beds throughout Sekhukhune. The sector also employs about 962 persons.

Table 43: Accommodation facilities in Sekhukhune

Municipal area	No of facilities	No of beds	Occupancy rate (%)	Turnover	Staff employed
Tubatse	20	1,278	67	47,200,000	432
Elias Motsoaledi	24	577	59	20,200,000	222
Marble Hall	29	677	54	23,000,000	260
Fetakgomo	1	20	n/a	200,000	12
Makhuduthamaga	6	75	62	2,600,000	36
Sekhukhune	81	2,627	62	93200,000	962

Source: GSDM (2005). *Greater Sekhukhune Tourism Development Strategy. Status Quo Report.*

The potential of this sector could be more fully exploited if multiplier effects are taken more advantage of.

(b) Flagship tourism projects

The Sekhukhune area has a number of potential tourism attractions, some of which have been captured as flagship projects under the District's new tourism plan. The area hosts the scenic Flag Boshielo Dam area, for example, as well as the adjoining Schuinsdraai Nature reserve, Potlake Nature Reserve and the Maleoskop resort and conservancy.

Tourism anchor projects in Sekhukhune

The District's *Tourism Development Strategy* recommends the 5 following anchor projects:

Flag Boshielo cluster
Tjate heritage site
Main entrance gate and route development
Klein Drakensberg escarpment
De Hoop Dam to Mapoch recreation complex

(c) Future growth

According to the District's draft *LED Strategy* (GSDM, 2007a), tourism in Sekhukhune is still in its infancy with limited offerings and low service standards. It does, however, have the potential to diversify the economy in a sustainable and labour intensive manner. The Sekhukhune area encompasses a variety of potential tourism destinations, which many specific market niches. These niches need investigation and development of destinations, into compelling attractions. Growth in tourism is currently driven mainly by business visitors in the public and mining sector activities and agriculture provides an opportunity to grow the sector creatively with unique attractions.

Recent research done for the Sekhukhune District's draft *2025 Strategy* also made a few predictions about the employment-generating potential of the tourism sector in the area. The employment potential of some of the key projects is captured in the table below.

Table 44: Predictions about the employment potential of the Tourism Sector

	Unskilled jobs	Total jobs
Flag Boshielo – construction phase	310	470
Flag Boshielo – operational phase	100	200
Tjate heritage site – construction phase	20	26
Tjate heritage site – operational phase	6	11
Entrance gates and route development – construction phase	50	80
Entrance gates and route development – operational phase	25	52
Klein Drakensberg complex - construction phase	60	85
Klein Drakensberg complex - operational phase	36	62
De Hoop family resort - construction phase	180	360
De Hoop family resort - operational phase	88	140
De Hoop conservancy - construction phase	20	40
De Hoop conservancy - operational phase	12	20

Source: Procurement Dynamics and G Steyn and Associates (2006). Economic impact assessment and ranking of tourism projects .

At present, however, there are very few institutions serving the tourism industry in Sekhukhune. These include Sun Valley Tourism, Marble Hall LM's tourism body. The Roossenekal Tourism Publicity Association is found within Elias Motsoaledi and, amongst other things, stages the Arum Lily Festival. Other role-players connected to the Sekhukhune tourism industry include the Limpopo Department of Economic Development, Environmental Affairs and Tourism (DEDAT), Limpopo Tourism and Parks Board (LTP) and Limdev.

The future growth of the tourism industry is further impeded by infrastructural and service delivery constraints in Sekhukhune. These include poor roads, telecommunications, electricity and water supply.

2.4.2.4 Retail and wholesale trade and services

According to Stats SA data presented earlier in this section, the Trade and Services sector is also a major contributor to GGP (17%). The sector has shown a significant increase in its contribution to the aggregate GGP, registered a high growth rate and remains a relatively large component of the local economy. The sector responds predominantly to local markets. Growth in these sectors could be explained by increased local spending power as a result of growth in the public and mining sectors.

Formal trade is mostly restricted to the major towns such as Marble Hall and Groblersdal, while informal trade takes place throughout the rural parts of the District, including the numerous villages.

2.4.2.5 Manufacturing

Manufacturing is a relatively small sector within the Sekhukhune economy. The most common manufacturing activities include the making of sand bricks, windows, doors and steel frames. These activities respond to local demand from the infrastructural development associated with housing projects, road rehabilitation, as well as agriculture and mining activities.

There is potential for growth in manufacturing if effective links are created to exploit opportunities resulting from the mining and public sector infrastructure spending.

2.4.2.6 Construction

The construction sector is also a relatively small, but important, contributor to Sekhukhune's GGP. It is linked to development within all the other sectors of the economy. This includes the demand for the construction of public sector infrastructure (housing, roads, provision of basic services, the De Hoop dam and the pipeline network) – a trend that is large and growing. Most construction work is currently sourced from outside the District. This poses the challenge for local residents to either become competitive enough or partner with already competitive contractors to share in this growth.

2.4.2.7 Transport, logistics and communications

The transport, logistics and communications sector is becoming significantly more important in Sekhukhune, especially with the gradual increase in activities of other economic sectors. The anticipated expansion in mining, for instance, offers tremendous opportunity for passenger transport and material. Similarly, public sector infrastructural development also demands the movement of huge amounts of material and people.

2.4.2.8 Financial, business and real estate services

The financial and business services sector is an important contributor when analyzed in the context of the District economy. The contribution is between 10 to 12 %. It is also important because it facilitates the development of other economic sectors in the area. At present, the majority of these services are concentrated within the economic nodes of Groblersdal and Marble Hall.

2.4.2.9 Public sector

The government sector employs 16% of the total Sekhukhune population, provides public services and invests in development work. Besides the employment created, income generated and spent in Sekhukhune, the public sector also has a key role to play in the economy in the way decisions are taken. The delivery of the public infrastructure budget for example, could be prioritized to unlock economic potential, in the absence of which, opportunities could be wasted. However, public expenditure in Sekhukhune far exceeds its ability to raise tax revenue. The inference is that Sekhukhune's public spending is actually mainly paid for by the rest of the country.

2.4.3 Development corridors in Sekhukhune

A number of development corridors have the potential to promote economic growth within the Sekhukhune District (GSDM, undated, b). These are described below.

The Dilokong corridor

The Dilokong (Platinum) Primary Corridor is an extremely important corridor to both Sekhukhune and the province. It correlates largely with the R37 road, which runs from Polokwane through Lebowakgomo to Burgersfort.

The Dilokong corridor is characterised by booming mining activities alongside its trajectory. Projected mining expansion in the area is likely to boost the importance of this initiative as well. Tubatse benefits the most from developments in this corridor, with lesser benefits accruing to Fetakgomo as well.

The Dilokong Corridor also encompasses a number of growth points including Atok (within Fetakgomo), Mecklenburg and Burgersfort. The Burgersfort cluster includes a provincial growth point (Burgersfort), District growth point (Steelepoort) and municipal growth point (Driekop). The remaining settlements which forms part of the Burgersfort cluster, have been classified as population concentration points. These settlements are also important in the development of the area mainly because they have residential development potential for the mines (GSDM, undated, b).

(a) The N11 corridor

The primary N11 corridor runs from Botswana through Potgietersrus down to Groblersdal and onwards to Middleburg on the western side of the District. It serves as a major transport route in the western part of

the District, particularly for transporting agricultural produce. The road conditions along this corridor are fairly poor, however.

Marble Hall and Groblersdal fall within the N11 corridor. These towns have also been classified as provincial growth points because of their important service function to the surrounding communities, as well as their linkages to the agricultural sector (GSDM, undated, b).

(b) Jane Furse corridor

The mainly residential development on the road between Lebowakgomo via Ga-Masemola and Ga-Phahla to Jane Furse and Glen Cowie/Phokwane can be classified as a secondary development corridor within Sekhukhune. This corridor does not form part of a SDI route, but is a corridor in terms of the nature and extent of the large population concentration in the area.

This secondary corridor also has some economic potential, largely because of the presence of Jane Furse.

(c) Burgersfort/Stoffberg corridor

This secondary corridor can play a significant role in the development of mining. It extends from Burgersfort via Steelpoort to Stoffberg. A number of mining activities are taking place at the moment along this corridor. Proper infrastructure will be required to facilitate mining expansion, however. Proper development of this corridor will stimulate economic development of the surrounding areas. It will mostly cater for the transportation of goods and services.

(d) Other corridors

The following tertiary corridors were identified within the Sekhukhune District Municipality:

From Burgersfort to Penge

From Marble Hall to Siyabuswa

From Groblersdal to Stoffberg

From Marble Hall along the Olifants to Atok

From Jane Furse to Nchabeleng

(GSDM, undated).

These corridors have various clusters, which are primarily classified as population concentration points, including municipal growth points. They also connect various villages with different growth points. They are strategically distributed and link well with the primary and secondary corridors identified above. Some of the identified tertiary corridors need upgrading in order to stimulate economic growth in these clustered villages and municipal growth points.

2.4.4 Local Economic Development Projects

Each local municipality's economy within the Sekhukhune District has distinctive characteristics of its own which collectively contribute to the overall economic make-up of the area. This section presents a snapshot of these local economies.

(a) Greater Tubatse Local Municipality

Greater Tubatse is a strong economic centre within the Sekhukhune District, primarily because of its mining sector. Mining is indeed the major source of employment and economic growth in Tubatse. Minerals found here include platinum, chrome, vanadium, andalusite, silica and magnetite. The mining sector is currently growing rapidly in this area, and the town Greater Tubatse (Burgersfort) is now one of the fastest growing towns in the country.

Retail, trade, services and agriculture also contribute to the Greater Tubatse economy and are major employers. Agricultural products cultivated in this area include citrus, vegetables, corn and maize. Livestock farming includes cattle, goats and game.

(b) Makhuduthamaga Local Municipality

The Makhuduthamaga municipality promotes agriculture, tourism and mining as the key growth sectors. There are a number of mining exploration exercises that are taking place within the municipality. If mining does indeed prove feasible, it will have an added impetus on the creation of much needed jobs in particular and the growth of the economy in general.

The decision to locate the District Municipality in Jane Furse will provide substantial growth impetus, perhaps at the cost of Elias Motsoaledi Local Municipality. Furthermore, the agricultural and tourism potential of the municipality have yet to be exploited fully. At the moment limited forms of agricultural and tourism activities are taking place.

(c) Greater Marble Hall Local Municipality

The availability of irrigation water from the closely situated Loskop Dam makes Marble Hall a thriving agricultural area. Marble Hall is known for its extensive irrigation farming which includes cotton (Marble Hall has one of the biggest Cotton Production Centres in the Southern Hemisphere), wheat, citrus, table grapes and vegetables. The extensive vegetable cultivation provides for the Gauteng market and national retailers. Citrus and table grapes are exported to the European market.

(d) Fetakgomo Local Municipality

Fetakgomo Municipality is blessed with mineral deposits, such as platinum, which with the public sector, makes the largest contributions to the local economy. It is situated in the fertile soil alongside the rivers of Lepelle and Lepellane, offering great agricultural potential which is currently underutilised. This municipality is surrounded by beautiful mountains and has a rich cultural history with potential to become tourist attractions.

(e) Elias Motsoaledi Local Municipality

Groblersdal is the centre of a progressive farming community because of the town's fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities (under 5 irrigation schemes) cover a total surface area of 28 800 ha. The gross agricultural production of the district is estimated at R250 million per annum. The agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables.

Table 45: Priority sectors of local municipalities

Local municipality	Agriculture and agro-processing	Mining	Construction	Tourism	Other sectors	Public Sector
Elias Motsoaledi	X	X		X		X
Fetakgomo	X	X (platinum)	X	X		X
Makhuduthamaga	X	X (concrete)		X	X (retail)	X
Marble Hall	X		X	X		
Tubatse	X	X (various)		X		X

Source: GSDM (2006b). Results of LED rapid appraisal.

2.4.5 Competitive and comparative advantages

For the Sekhukhune economy to grow sustainably, revenue and investment flows must increase, preferably from external markets. It is therefore necessary to determine which external markets Sekhukhune-based enterprises can compete in profitably and sustainably. It is also important to understand the nature of competitive advantages and disadvantages in these markets, and to recognize which factors are critical to success and which factors still constrain the relevant sector's performance.

The District is currently exploring 5 key markets that offer viable potential to drive future economic growth in Sekhukhune. These are described briefly below, and their competitive advantages and disadvantages are highlighted.

(a) Platinum and chrome ore mining

Prospects for the sustained growth and competitiveness of platinum and chrome ore are extremely healthy, as previous sections in this chapter have attested. The potential for pro-poor growth is also solid, mainly in enterprises supplying goods and services to the mines.

Main market: Gauteng and international mining houses

Table 46: Sector Mining

Competitive Advantages	Competitive Disadvantages
<p>Lead enterprises are established to become world players and financially robust</p> <p>Demand conditions: Fully integrated into international value chains</p> <p>Supporting Industries:</p> <p>Locational factors: Vast and rich mineral deposits Situated close to the smelters High value minerals Extracted at competitive cost Ample supply of labour</p>	<p>Few local support industries Shortages of skills Low levels of education</p> <p>Uncertainty about land availability for: Expansion: surface mining rights housing</p> <p>Ability to anticipate and manage community expectations related to development</p> <p>Relationship challenges with neighbouring communities</p>

Source: GSDM (2007b). Draft Local Economic Development (LED) strategy.

(b) Supplies and outsourced services to local mines

Currently, prospects for sustained growth and competitiveness are healthy for the next 20 years⁴. The potential for pro-poor growth is reasonable, and mainly in enterprises supplying goods and services to the mines. Employment in these services and production are labour intensive. The growth in these sectors will also contribute to growth in other sectors, such as retail, property and transport.

Main market: Platinum and Chrome mining cluster on the Dilokong Corridor

Table 47: Main sectors: Services, Transport & Logistics, Construction, Manufacturing, Property Market Agriculture, Agro-Processing, Tourism

Competitive advantages	Competitive disadvantages
<p>Demand conditions:</p> <p>There are more than forty types of services that the mine could source locally if competitive service providers can be established or attracted to operate from Fetakgomo.</p> <p>The opportunities include transport of material in the mine, out to the smelter, cleaning services, labour broker, maintenance of plant and machinery, garden services and catering services including the supply of meat and vegetables.</p> <p>The mines are willing to source locally provided competitive suppliers that can be developed.</p> <p>Risk should be managed - mine operations must not be disrupted by supplier/ service provider failures</p> <p>Most procurement takes place from head office outside GSDM</p> <p>Supporting Industries:</p> <ul style="list-style-type: none"> LIBSA LIMDEV Supportive Local government <p>Locational factors:</p> <ul style="list-style-type: none"> Close proximity to the large scale mining activities - mine as a market Access to basic services in growth points Some existing service providers Some existing facilities and infrastructure 	<p>Most of these services are currently supplied from outside GSDM</p> <p>Shortage of good local suppliers</p> <p>Quality of work inconsistent</p> <p>Poor quality control</p> <p>Tendering skills limited</p> <p>Limited expertise to manage big contracts</p> <p>Poor cooperation between established and emerging contractors</p> <p>Limited support industries</p> <p>Private sector not aware and do not have access to opportunities</p> <p>Lack of appropriate business support services</p> <p>Limited availability of finance</p> <p>Shortages of skills</p> <p>Low levels of education</p> <p>Shortage of serviced industrial property in suitable locations close to the mines</p> <p>Limited telecommunication infrastructure</p>

Source: GSDM (2007b). Local economic development (LED) strategy.

(c) Fruit, vegetables, cotton, meat and beneficiation

Agriculture is labour intensive and creates employment. Prospects for sustained growth and competitiveness are good if existing constraints can be dealt with effectively. The potential for pro-poor growth is high, especially if markets can be made more easily accessible for example establishment of a local agro-processing plant that sources from emerging farmers. Agriculture only makes a marginal contribution to growth in other sectors.

Despite the water constraint in many areas, other production areas with irrigation are under utilised for various reasons. The sector does have the expertise, experience and market linkages to grow and create many jobs. The climate and location offers competitive advantage i.e.; speed to market and the long duration of the warm season.

Table 48: Main markets: National Retailers, EU Agents & Chain stores, Gauteng Fresh Produce markets

Sectors: Agriculture, Agro-Processing

Competitive advantages	Competitive disadvantages
<p>Established commercial farming sector Advanced citrus sector serving international markets Markets for livestock: Mines, Gauteng, Established links to the Gauteng, National Retailers and EU markets</p> <p>Demand conditions: Rand has weakened recently, contributing to price competitiveness in export markets.</p> <p>Supporting Industries: Availability of technical skills</p> <p>Locational factors: Proximity to Gauteng market Close to the mine as a market Vast expanses of unutilised land with agriculture potential Availability of water (near rivers and irrigation schemes) Water supply to improve, increased capacity of Flag Boshielo and the new De Hoop dams Under-utilised existing irrigation schemes Fertile soil Favourable climate conditions Long seasons for production Existing skills Potential for larger scale commercialisation - variety of products Entrepreneurs with ideas and capital</p>	<p>Subsistence level farming persists Oversupply in commodity markets pushes prices down, affording low margins. Farmers have little to no bargaining power. Access to markets limited Emerging farmers especially in remote areas have limited access to markets Limited access to suppliers in remote areas Limited emerging / established partnerships Ineffective technical support to emerging farmers Mistrust by business of government Land ownership: current regulations discourages investment Labour regulations discourage fulltime employment to the detriment of both the farmer and the farm worker. 75% of the arable land in GSDM is under unsettled claim (850 claims) Agricultural expansion is water constrained in many places Shortages of certain skills Low levels of education Limited electricity supply to remote areas Limited access to telecommunications infrastructure Risks associated with periods of drought Limited supply of veterinary services in outlying areas Some areas suffer from erosion and overgrazing</p>

Source: GSDM (2007b). Local economic development (LED) strategy.

(d) Fruit, vegetables, cotton, meat and beneficiation

Agriculture is labour intensive and creates employment. Prospects for sustained growth and competitiveness are good if existing constraints can be dealt with effectively. The potential for pro-poor growth is high, especially if markets can be made more easily accessible for example establishment of a local agro-processing plant that sources from emerging farmers. Agriculture only makes a marginal contribution to growth in other sectors.

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Table 49: Sectors: Agriculture, Agro-Processing

Competitive advantages	Competitive disadvantages
<ul style="list-style-type: none"> Established commercial farming sector Advanced citrus sector serving international markets Markets for livestock: Mines, Gauteng, Established links to the Gauteng, National Retailers and EU markets <p>Demand conditions:</p> <ul style="list-style-type: none"> Rand has weakened recently, contributing to price competitiveness in export markets. <p>Supporting Industries:</p> <ul style="list-style-type: none"> Availability of technical skills <p>Locational factors:</p> <ul style="list-style-type: none"> Proximity to Gauteng market Close to the mine as a market Vast expanses of unutilised land with agriculture potential Availability of water (near rivers and irrigation schemes) Water supply to improve, increased capacity of Flag Boshelo and the new De Hoop dams Under-utilised existing irrigation schemes Fertile soil Favourable climate conditions Long seasons for production Existing skills Potential for larger scale commercialisation - variety of products Entrepreneurs with ideas and capital 	<ul style="list-style-type: none"> Subsistence level farming persists Oversupply in commodity markets pushes prices down, affording low margins. Farmers have little to no bargaining power. Access to markets limited Emerging farmers especially in remote areas have limited access to markets Limited access to suppliers in remote areas Limited emerging / established partnerships Ineffective technical support to emerging farmers Mistrust by business of government Land ownership: current regulations discourages investment Labour regulations discourage fulltime employment to the detriment of both the farmer and the farm worker. 75% of the arable land in GSDM is under unsettled claim (850 claims) Agricultural expansion is water constrained in many places Shortages of certain skills Low levels of education Limited electricity supply to remote areas Limited access to telecommunications infrastructure Risks associated with periods of drought Limited supply of veterinary services in outlying areas Some areas suffer from erosion and overgrazing

Source: GSDM (2007b). Local economic development (LED) strategy.

(e) Business and leisure tourism

In lieu of the high dependency of the Sekhukhune economy on the public and mining sectors, other sectors need to be developed in the longer term to diversify the economy. This will render it less vulnerable when the mining boom subsides. Tourism is one sector where competitive advantage can be developed and maintained over time. The short term demand especially, whilst the mining expansion takes place, presents an opportunity to create appropriate facilities that meet the market demand and will be sustainable. The current tourism sector is not yet competitive but has the potential to become competitive due to infrastructure development of new access roads and key tourism attractions. The potential for pro-poor growth is limited in the short term but will increase with time. Tourism is typically labour intensive and will have positive spin-offs for other sectors such as housing, retail and golf course development following tourism investment.

Main markets: Local and Foreign Tourists travelling mainly from Gauteng

Table 50: Tourism sector: Accommodation and other tourism service providers

Competitive advantages	Competitive disadvantages
<ul style="list-style-type: none"> • Consists mainly of a number of small lodges, guesthouses, game farms, backpacker establishments. Dedicated restaurants consist mainly of fast food franchise outlets. <p>Demand conditions:</p> <ul style="list-style-type: none"> • Largest demand for “business tourism” - visitors to the public-, mining- and agriculture-sectors • Unmet need for accommodation from mine- and municipal- visitors to areas other than Marble Hall, Groblersdal and Burgersfort <p>Supporting Industries:</p> <ul style="list-style-type: none"> • Proactive Government Support for Tourism in the form of: • R60 million from Province, National Dept' Environmental Affairs and Tourism and National Dept. Water Affairs • Political support • Support from the Magoshi <p>Locational factors:</p> <ul style="list-style-type: none"> • Flag Boshelo dam / Schuinsdraai game reserve initiative - Planned Big 5 reserve, malaria free, only two hours from Gauteng, housing & golf estate • Variety of agricultural education attractions • Picturesque area with potential for many activities related to the landscape • Rich cultural historical area with many heritage sites 	<ul style="list-style-type: none"> • Key tourist attractions / heritage sites still not developed to competitive standard • Poor quality of service and skills, especially in the hospitality sector • Limited understanding of target markets • Fragmentation and poor cooperation in the tourism sector • Poorly maintained roads and underdeveloped road infrastructure • Shortage of skills in the broad tourism sector • Land ownership constraint in tribal areas • Development land / site availability/ ownership = investment risk • Backlog in basic infrastructure (including electricity) in rural and remote areas • Limited access to telecommunication infrastructure

Source: GSMD (2007b). Local economic development (LED) strategy.

(f) Public Sector Infra-structure Spending

The public sector investment and service provision in Sekhukhune will continue to grow as long as the District remains a Presidential priority node. Two distinct potentials arise that LED can tap into:

Directing/shifting such investment to support the LED strategic priorities to unlock economic potential more effectively. Increasing the local private and emerging sector capacity to deliver such services, to win a larger share of these local contracts. The public sector market includes work contracted by: Department of Water Affairs and Forestry, Department of Public Works, Road Agency Limpopo, Department of Housing and Department of Provincial and Local Government (MIG) expenditure.

Table 51: Local suppliers: Construction, Transport & Logistics, Services, Manufacturing, Property Market, Tourism

Competitive advantages	Competitive disadvantages
<ul style="list-style-type: none"> • Public sector service providers <p>Demand conditions</p> <ul style="list-style-type: none"> • GSDM is a presidential development node and qualifies proportionately for more state development funding • Massive investment in upgrading the GSDM infrastructure is planned – this includes building of dams, reticulating water and waste, roads, housing development, electricity and telecommunications, • Quality of infrastructure not to be compromised by awarding contracts to underperformers <p>Supporting Industries</p> <ul style="list-style-type: none"> • Municipal planners, Engineers, Building inspectors • Supportive Local Government • Qualify for MIG, EPWP, ... grant funding • LIBSA provides training support <p>Locational factors</p> <ul style="list-style-type: none"> • Cost advantage of local proximity • Local know how • Diversity of construction skills • Contractors willing to work together • Earth moving equipment • Building materials available 	<ul style="list-style-type: none"> • Mostly external to GSDM • Quality of work • Poor quality control • Poor cooperation between established and emerging contractors • Limited experience and credibility of local construction enterprises • Limited tendering skills • Limited expertise to manage big contracts • Municipalities are not accessing maximum of infrastructure grants • Local development priorities are not linked effectively to District and Provincial priorities • Local development priorities not linked effectively to public sector support agencies • Locals not aware of all the existing opportunities / potential projects • Limited availability of finance for construction sector • Shortage of engineers • Shortages of technical skills • Low levels of education

Source: GSDM (2007b). Local economic development (LED) strategy.

2.4.6 Tourism

The table below is the result of a rapid appraisal process conducted in November 2006 as part of the District's LED strategy formulation (GSDM, 2006b). It sets out the main local constraints to growth that municipal practitioners themselves identified.

Table 52: Constraints to economic growth in Sekhukhune

Land	Roads	Skills	Other
Elias Motsoaledi	<ul style="list-style-type: none"> Land ownership <ul style="list-style-type: none"> Groblersdal to Roossenekal (R3700) Groblersdal to Bronkhorspruit (R25) The road from Groblersdal via Roossenekal to the Mapoch Caves needs upgrading. 	<ul style="list-style-type: none"> Support emerging farmers to gain commercial farming skills 	<ul style="list-style-type: none"> Infrastructure development around Mapoch Cave Infrastructure e.g. roads, water and electricity for mines
Fetakgomo	<ul style="list-style-type: none"> Unblock the land constraint <ul style="list-style-type: none"> Upgrade D4190 Road to Atok Mine. Build a road from R37 to Sekhukhune cultural village 	<ul style="list-style-type: none"> Support emerging farmers to gain commercial farming skills and lift them to a commercial level 	<ul style="list-style-type: none"> Remove blockages to investment in housing
Makhuduthamaga	<ul style="list-style-type: none"> Access to land Delay in proclamation of Jane Furse as a township. Fragmented release of land which leads to distorted planning 	<ul style="list-style-type: none"> Road to Manchi Masemola tourist site, various access roads to heritage sites and to link municipal sub-growth points and nodes of neighbouring municipalities 	<ul style="list-style-type: none"> Funding for feasibility studies
Marble Hall			

<ul style="list-style-type: none"> • Make more land available (land audit) 	<ul style="list-style-type: none"> • Upgrade roads starting with reconstruction of part of the N11 	<ul style="list-style-type: none"> • Support emerging farmers to gain commercial farming skills • Strengthening of Tompi Seleka Agricultural College • Capacity Building for Small Contractors • Facilitate Access to Technical Skills and Accreditation 	<ul style="list-style-type: none"> • Determine the key factors that discourage employment of permanent farm workers • Remove municipal capacity bottlenecks to infrastructure development. • Flag Boshelo concessions and Property Development
Tubatse			
<ul style="list-style-type: none"> • No readily available land for development. Municipality does not own sufficient land to stimulate economic growth in Burgersfort and Steelpoort. • Land is owned by private sector and is sold at a high price. 	<ul style="list-style-type: none"> • Major roads needs to be upgraded - R37, R555 		<ul style="list-style-type: none"> • Mining supply park • DeHoop dam (water)

Source: GSDM (2006b). Results of LED rapid appraisal.

3.1.4 Economic challenges

Sekhukhune seems poised to experience a major boom in platinum mining in the near future – a move that will grow its economy substantially if the District exploits these opportunities effectively. Agriculture and tourism also offer potential dividends. However, the Sekhukhune economy currently has a number of unhealthy features which could undermine economic development efforts in the future.

More specifically, the key challenges are:

- The economic potential of the District may be undermined by demographic, infrastructural and spatial challenges alluded to elsewhere in this chapter
- The Sekhukhune economy is excessively reliant on public sector funding with community services being a major contributor to GGP in the area
- Most revenue flows out of the Sekhukhune economy as residents and businesses source and sell their goods and services outside the District
- Falls in global demands for the minerals produced in the area, continued water scarcity and the increasing mechanization of platinum mining could affect Sekhukhune's mining industry negatively in the future
- Insufficient beneficiation and value-adding activities occur within the Sekhukhune economy at present.
- Commercial agriculture is coming under increasing pressure as rising input costs, a stronger local currency, lower commodity prices and external competition take their toll
- Subsistence farming continues to dominate the agricultural sector in Sekhukhune
- The District's tourism potential is not being fully exploited as yet because of a lack of tourism infrastructure and poor related services
- The implementation of ASGISA provisions is lagging behind resulting in the district not benefiting from national interventions.
- Due to low level of education the skills profile in the district is low. This will result in the economy failing to manage any developmental intervention that the district may come up with.
- The district still has to apply for funding for infrastructure from ASGISA by preparing business plans.
- There is an LED strategy that has not yet been converted into programmes, projects and plans

2.5 HOUSING AND MUNICIPAL INFRASTRUCTURE

A key element of municipalities' developmental agenda is to ensure the provision of municipal services and related infrastructure. Much has been written about the distorted spatial logic of apartheid, which created divisions both within cities and towns, as well as between the country's urban and rural areas. Consequently, many rural areas like Sekhukhune today face huge backlogs in both housing and infrastructure. This hinders the quality of life of Sekhukhune residents, and leads to a complex interplay of social and economic challenges. In recent community consultations hosted by the District, for example, residents highlighted the fact that poor street lighting and electricity backlogs facilitated crime in their areas (GSDM, 2007). Similarly, other sections of this chapter illustrate how poor roads, for instance, made it harder for patients to access health services in the area.

It is also widely acknowledged that the state of a locality's infrastructure is directly related to the amount and types of private investment it manages to attract. In today's digital economy, telecommunications and other Information and Communication Technology (ICT) infrastructure is also critical. In summary, any municipality that wishes to promote economic and social development in its area must ensure that there is sufficient investment in housing and infrastructure.

2.5.1 Housing

Most Sekhukhune houses are currently cement or brick homes. The table below provides an overview of the types of dwellings found in the area.

Table 53: Typology of houses in Sekhukhune

Building materials	Percentage of households
Cement blocks and concrete walls	63,6
Brick walls	19,1
Mud	7,3
Mud and cement	4,8
Corrugated iron/zinc	4,7
Corrugated iron/zinc roofs	95,1
Tiled roofs	3
Roofs - Other materials	1,9

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity.

The vast majority of Sekhukhune households state that they own and have fully paid off their own dwellings (DoA and FIVIMS, 2007a).

The different dwelling types found in the area are set out in the table below.

Table 54: Dwelling types as a % of households

Types of dwelling	EMLM (%)	Fetakgomo LM (%)	MLM (%)	Marble Hall LM (%)	Tubatse LM (%)
House or brick structure on a separate stand or yard	73,4	79,1	75,2	73,3	69,6
Traditional dwelling/hut	15,2	14,3	16,6	15,8	18,4
Flat/townhouse/cluster hse/semi-detached	1,8	0,4	0,8	1,7	1,1
House/flat/room in back yard	2,4	1,0	2,2	3,2	1,0
Informal dwelling/shack/backyard shack	5,2	4,1	44,5	4,9	8,9
Other	1,9	1,1	0,6	1,1	1,0

Source: Adapted from Census 2001 data, reproduced in SEI (2006). Adapting to climate, water and health stressors: Insights from Greater Sekhukhune District, South Africa.

As is evident from the table above, most houses in the area are formalized structures on separate stands. There are also a reasonable number of traditional huts in the area. On average, these traditional dwellings make up roughly 15% of households in the District. The largest number of informal and shack dwellings are found in Makhuduthamaga, probably because of the presence of the major urban conurbation, Jane Furse, in that municipality.

Table 55: Housing Backlogs

Local municipalities	
Elias Motsoaledi	6 835
Fetakgomo	3 256
Tubatse	7 413

Marble Hall	8 895
Makhuduthamaga	7 488

Source: Municipal IDP Housing Chapter Jan 09

The provision of new housing is still a challenge not only in the district but the whole Limpopo province. The Multi Year Housing plan developed by the Department of Local Government and Housing (DLGH) has identified challenges which are being faced by the department and municipalities', resulting in poor delivery of houses to beneficiaries. This plan is aimed at addressing some of the identified key challenges hamper housing delivery. The department carries the responsibility of providing housing in the province whereas municipalities are responsible for compiling housing waiting lists. In 2006/07, a total number of 2450 units were planned to be constructed within the District.

The following table indicates housing projects for the entire district since 2003.

Table 56: Housing projects in Greater Sekhukhune

Local Municipality	Financial Year					
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Elias Motsoaledi	-	300	-	400	500	200
Fetakgomo	-	300	100	350	-	300
Makhuduthamaga	350	-	200	600	-	300
Marble Hall	350	-	-	100	-	100
Tubatse	-	200	-	1000	-	300
Totals	700	800	300	2450	-	1200

Source: Draft Limpopo Multi-year provincial housing development plan (2007)

Most projects implemented over the years mentioned in the above table were never completed by developers. However the department of Local Government and Housing is addressing blocked projects to meet NHBRC standards. The department is liaising with the local municipalities within the district regarding progress and issues relating to blocked projects. According to the information acquired from DLGH, there are a total number of 4207 blocked RDP housing in the district and 1787 of them are in the process of being unblocked.

2.5.2 Water

The vast majority of the Sekhukhune population live in an estimated 605 villages or towns, most of which are supplied with water from 43 schemes and sub-schemes. Water scarcity is an issue of concern in the District, however, ordinary residents often feel these stresses particularly acutely during periods of low rainfall. In 2004, for example, a prolonged drought in the area caused immense social and economic hardship for many of Sekhukhune's poor. In 2008/09, the District has experienced serious problem of the out break of cholera epidemic which can be attributed mainly to water services infrastructural backlog, operation and maintenance capacity constraints.

2.5.2.1 Free Basic Services

Most Sekhukhune households can be defined as poor or indigent – where the total income is below R1,500 per month. At present, approximately 79% of the households in Sekhukhune fall into this category.

These are the households to which Free Basic Water must be supplied, and to whom the Equitable Share subsidy applies.

The district has currently an indigent support policy for the provision of free basic services. The free basic sanitation policy and strategy are currently being developed.

2.5.2.2 Water services in the District

The delivery of water (and sanitation) to RDP standards remains a challenge in the area. However, in the first five years of the GSDM's existence, the total number of households without access to clean water dropped from 35.9% to 17.5%. The overall reduction in the number of households receiving water below prescribed minimum standard is 46.415 households (24% of households in 2001). The number of households who receive water at minimum standard of service and above has increased by an impressive 66.084 households (30% of households in 2004).

The tables below outline the water services situation found in Sekhukhune households, schools and clinics. The image generated is that the District experiences more below-RDP standard services than they do above-RDP standard services.

Table 57: Domestic water services with infrastructure at or above RDP levels

	GSDM	M/Hall	EMLM	MLM	FLM	GTM
Total number of hh (Dec '08)	223067.59	28857	52936	58991	20731	61552
Total number of hh served	149902.00	26677	31260	29663	18035	44267
Percentage HH Served	67%	92%	59%	50%	87%	72%

Source: GSDM Technical Services.

The situation is no less bleak for schools and clinics within Sekhukhune. There are still schools in Sekhukhune (31%) that receive below RDP standard water services as can be seen in table below.

Table 58: Water services in schools

Above RDP	Below RDP	Total schools	% above RDP	% below RDP
652	298	950	69	31

Source: GSDM /DWAF Nis

Similarly, All of Sekhukhune registered clinics receive services above RDP standard as confirmed with DWAF.

Table 59: Water services in clinics

Above RDP	Below RDP	Total clinics	% above RDP	% below RDP
65	0	65	100%	0%

Source: GSDM /DWAF Nis

This obviously has significant repercussions in social terms, and may lead to an unnecessary number of illnesses in school children.

Table 60: Sekhukhune households that pay for water

	Percentage
No, free from government	56,2
Yes, for usage	18,1
No, but not free from government	14,1
Yes, household pays a fixed monthly amount	7,5
Do not know	4
Total	100

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity.

In addition to domestic water consumption, the mining and agricultural sectors also consume substantial amounts of water in Sekhukhune.

Sekhukhune's performance

Finally, it may be useful to rank the performance of the Sekhukhune District against that of other districts/metros in the country. The score in the second last column is derived from the percentage of households that have access to piped water. The final column is of particular interest because it shows how Sekhukhune ranks in terms of the other districts/metros in the country. A score of 1 means it is the best performer in the country, whilst a rating of 53rd⁵ means that it is the worst

Table 61: Ranking Sekhukhune's performance in SA: % households with access to piped water

Province	DM/Metro	% households with access	Ranking (/53)
7 DMs/metros in SA with best access to piped water			
Western Cape	Central Karoo DM	98,9	1 st
Western Cape	Overberg DM	98,8	2 nd
Western Cape	City of Cape Town	98,7	3 rd
Eastern Cape	Nelson Mandela Bay	98,7	4 th
North West	Southern DM	98,4	5 th
Gauteng	Ekurhuleni Metro	98,4	6 th
Free State	Fezile Dabi DM	98,1	7 th
9 DMs/metros in SA with worst access to piped water			
Limpopo	Greater Sekhukhune DM	57,1	45th
Kwazulu Natal	Uthungulu DM	55,1	46 th
Kwazulu Natal	Ilembe DM	51,8	47 th
Kwazulu Natal	Zululand DM	50,7	48 th
Kwazulu Natal	Ugu DM	48,5	49 th
Kwazulu Natal	Umzinyathi DM	44,6	50 th
Kwazulu Natal	Umkhanyakude DM	42,5	51 st
Eastern Cape	Alfred Nzo DM	39,8	52 nd
Eastern Cape	OR Tambo DM	27,6	53 rd

Source: Adapted from Barron, P et al (2006). *The District Health Barometer: 2005/06*.

As is evident from the table, the Sekhukhune District ranks a worrying 45th position in the country. It therefore has one of the 9 worst access to piped water in South Africa, with only 57, 1% of Sekhukhune households receiving access.

District initiatives

The Sekhukhune District is a Water Services Authority (WSA). As such, it prepared a Water Services Development Plan (WSDP). The WSDP is currently being implemented and will be reviewed on yearly basis. The District has also finalized its Section 78 process and is presently implementing the outcomes of that exercise. The establishment of the Water Services Unit and the transfer of DWAF staff to the District are also underway.

The raising of Flag Boshielo dam by five meters has been completed by DWAF. Funds have been allocated to construct a new dam (De Hoop Dam) to increase the District's capacity to provide water to its communities. These two dams will improve the state of water provision in the District, and this will eventually boost tourism and other development opportunities in the area. A report from DWAF indicated that water from Flag Boshielo dam will go to Mokopane once De Hoop dam starts to yield.

The District is also currently investigating the development of a Community Water Supplies Master Plan. This will enable the District and its implementing agents to achieve its WSDP objectives. The intention is also to investigate alternative technical options for supplying specific areas with water, and to ensure coordinated and implementation of the water supply infrastructure. Early findings of these studies reveal that groundwater is a major water resource for most Sekhukhune households - and will continue to do so in the future. More than 75% of households in the area are solely reliant on groundwater.

2.5.3 Sanitation

The provision of sanitation in Sekhukhune also faces considerable challenges at present. The situation here is more concerning than was the case with water, with only 2% of Sekhukhune households receiving above RDP standard sanitation services.

The table 62 below points out the breakdown of sanitation backlog

Breakdown of sanitation backlog per Local Municipality (Source: DWAF Nis October 2007 compiled in conjunction with GSMD)

Local Municipality	Households	Backlog	% Backlog
Fetakgomo	23 249	17065	73%
Greater Marble Hall	32 304	25 482	82%
Greater Tubatse	63 611	15059	23%
Makhuduthamaga	62 732	42632	68%
Elias Motsoaledi	68 977	40882	78%

TOTAL(District)	253 873	143 790	57%

Table 63: Household sanitation

Municipality	Population above RDP	Households above RDP	Population below RDP	Households below RDP	Total population	Total households	% Above RDP	% Below RDP
Elias Motsoaledi	3,538	708	279,287	55,857	282,825	56,565	1%	99%
Makhudu-thamaga	6,235	1,247	297,117	59,423	303,352	60,670	2%	98%
Marble Hall	74981	6867	99 394	25,482	174,375	32 304	18%	82%
Tubatse	12,255	2,451	270,509	54,102	282,764	56,553	4%	96%
Fetakgomo	0	0	110,619	22,124	110,619	22,124	0%	100%
Sekhukhune	25,470	5,094	1,087,378	217,476	1,112,848	222,570	2%	98%

In addition, a slight majority of Sekhukhune schools (53%) receive below RDP standard sanitation services, which is a better picture than that for households.

Table 64: School sanitation

Above RDP	Below RDP	Total schools	% above RDP	% below RDP
354	400	754	47%	53%

Source: GSDM (2005). Water Services Development Plan.

The situation is not the same for clinics in the area, however, with as much as 63% receiving below RDP standard services.

Table 65: Clinic sanitation

Above RDP	Below RDP	Total Clinics	% Above RDP	% Below RDP
24	41	65	37%	63%

Source: GSDM (2005). Water Services Development Plan.

Sanitation priorities in the District

The WSDP identified the following schemes as being in need of funding over the next 7 years to address the major backlogs in sanitation. Therefore it will not be possible for sanitation backlogs to be completely addressed by 2010 due to both financial constraints and the number of units that should be constructed.

Table 66: District Clinic sanitation

Activity	Description	Total Amount (ZAR)
Construction of VIP latrines and latrine blocks	• Various households and schools	520,100,000
Construction of on-site wet systems	• Various clinics, Kalkfontein	2,700,000
Replace existing wet systems with VIPs	• Leeuwfontein, Apel cross	9,300,000

Refurbish and repair sewers	• Jane Furse	3,500,000
Refurbish and upgrade waste water treatment works	• Steelpoort, Burgersfort, Groblersdal, Marble Hall	55,000,000
Design and construct conventional waste water treatment works	• Jane Furse	13,000,000
Refurbish, repair and upgrade oxidation ponds	• Praktiseer, Monsterlus, Motetema, Elandskraal, Ga-Podile, various hospitals, police stations and magistrate offices	23,000,000
Design and construct sewer network	• Jane Furse	13,000,000
Extend sewer network	• Praktiseer, Roossenekal	6,500,000
Total		647,000,000

Source: GSDM (2005). Water Services Development Plan.

2.5.4 Electricity

Currently, Eskom provides electricity in the Sekhukhune area. The District's role is confined to co-ordination while the Local Municipalities' role is mainly for the provisioning of free basic electricity. Greater Marble Hall provides electricity for its town while Elias Motsoaledi provides electricity to both the town and Roosenekal. Even though Eskom is the main provider of electricity, the District and the Local Municipalities do implement electrification projects to assist in reducing the backlog.

Free basic electricity in Sekhukhune

The main challenges facing municipalities in the area revolve around the implementation and review of indigent policies, the updating of indigent registers, as well as communicating the system of free basic electricity to households. Improved awareness in terms of the collection of tokens by beneficiaries also needs to be improved. The table below sets out the results of a survey that depicts the number of Sekhukhune households receiving free basic electricity.

Table 67: Households receiving free electricity in Sekhukhune

Municipality	Free electricity (%)
Elias Motsoaledi Local Municipality	2,14
Fetakgomo Local Municipality	5,13
Marble Hall Local Municipality	2,56
Tubatse Local Municipality	6,96
Makhuduthamaga Local Municipality	7,87
Total	5,01

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity.

Sekhukhune District's indigent policy

The Sekhukhune District has an indigent policy in place, which draws on legislative guidelines provided by national government.

The District provides funds annually for the subsidization of indigent households for free basic services. Indigent subsidies are financed by a portion of the equitable share received by the District.

Households apply for these concessions at service centers in the District. (GSDM, undated, c)

Electrification rates and meeting targets

Between 2000 and 2005, a total of 19,319 Sekhukhune households were provided with electricity – an exercise that cost roughly R57 million.

The electricity backlog is currently estimated at approximately 58,000 households. Given the current electrification rates, it is unlikely that these backlogs will be eliminated in time to meet the Millennium Development Goals (MDG) and national targets for electricity. A total of R580 million is required for household connections alone (i.e. excluding bulk infrastructure) in order to eliminate the backlogs in Sekhukhune. Therefore it does not look probable that the backlog can be covered by 2012.

District initiative In 2008/09 financial year, the District has budgeted R50 000 000 for electrification in Makhuduthamaga Local Municipality. This attempted to provide approximately 5 900 connections that were done in 23 villages. Eskom experienced capacity problems and the 70m that was allocated for electricity was then reduced to 50m. The following table provides an overview of electricity connections in the District.

Table 68: Electricity connections in Sekhukhune

Local Municipality	Connections backlog	Ratings per backlog
Fetakgomo	3,524	1
Elias Motsoaledi	9,645	4
Greater Marble Hall	3,782	2
Makhuduthamaga	6,608	3
Greater Tubatse	24,531	5

Eskom is planning to provide approximately 3 611 electrical connections to the value of R 44.1m in the 2009/10 financial year.

2.5.5 Roads and Storm Water Drainage

The development of the road and transport network in Sekhukhune is of vital importance given the planned economic trajectory of the District, as well as the potential offered by the Dilokong Corridor.

In general, the District is well-connected to its surrounding areas to the east, west and south. However, geographical factors have hindered connectivity to the north-east. The presence of the Drakensberg and Strydpoortberge mountain ranges has effectively impeded road construction there. There is, in fact, a stretch of approximately 150 km between Lebowakgomo and the R36 through the JG Strijdom tunnel without tarred road access northwards.

Within the District itself, there is a general lack of roads – and of *tarred* roads in particular – connecting the inner section of Sekhukhune, which consists largely of scattered villages with minimal economic activity at present. The District has decided, however, not to encourage continued scattered development at present – and future transport routes will therefore be concentrated along the major nodes of economic activity. It is hoped that this will encourage workers from the rural areas to urban areas – a philosophy in line with the NSDP principles.

In contrast to the inner section of the District, the semi-urban areas of Sekhukhune are relatively well-serviced by the provincial and national routes running through it. These routes, as will be seen later in this section, are supporting the area's main economic activities reasonably well at present. What remains to be seen, however, is whether the planned platinum mining expansion in the area will be adequately served by current infrastructure in the District.

The road network in Sekhukhune

The Sekhukhune District has one major national road within it (the N11), as well as several provincial arterial routes including the R25, R33, R36, R37, R555, R573 and R579. There are also a limited number of tarred minor roads, such as those leading into Jane Furse. The remainder of the roads in Sekhukhune, however, are largely gravel roads that serve to connect the rural areas within the District.

At present, predicting the future lifespan of Sekhukhune roads and pavements is very difficult because there is no data available on road and pavement conditions (Techso, undated). Recent background research undertaken for the District's 2025 *Development Strategy* made the following observations on the condition of roads and pavements, however:

Provincial arterial roads are deteriorating rapidly because of a lack of maintenance
 Local access roads are gravel, below standard and used mainly by buses and taxis
 Local gravel roads also need stormwater management
 The location of major roads in the District also contribute to their current state
 Those provincial roads that pass through Sekhukhune villages (R37 north of Burgersfort and R579 north of Hlogotlou) often have private accesses, as well as pedestrians and stray animals. This creates safety hazards on these routes.
 Those national and provincial roads that are flanked by farms, such as in the south-western party of the District, are in relatively better condition
 The roads that pass through mining areas (such as the R555 which passes several mines south of Burgersfort) displays slightly more wear and tear because of the volume of mining trucks on these roads
 Pavement condition in the District is generally poor, with the presence of several potholes, cracks and rutting (which could indicate more serious damage to the pavement substructure). This is true of major provincial arteries such as the R25, R33, R555 and R579 as well (Techso, undated).

The District's draft *Road Master Plan* calculates the total length of the Sekhukhune road network under the District's control as 1,491km. Of this, 67km are paved, whilst 1,424 km is unpaved. The following table summarizes the situation.

Table 69: Road network in Sekhukhune

Local Municipality	Length (Km)	% of Network
Fetakgomo	188	13
Elias Motsoaledi	223	15
Greater Marble Hall	236	16
Greater Tubatse	392	26
Makhuduthamaga	452	30
Total	1,491	100

Source: GSDM (undated). *Road Master Plan*. Draft.

The draft *Road Master Plan* estimates the current backlog as follows:

Upgrading of 71, 89 kilometres from unpaved to paved for Fetakgomo municipal roads

Upgrading of 187 kilometres of District roads from unpaved to paved

Re-gravelling of 1,122 kilometres of District roads

Meeting these backlogs would require approximately R1,2 billion over the next 10 years.

The railway network

The Sekhukhune District has 3 railway lines, originally developed to serve mining activity in the area. These are:

The railway line entering Sekhukhune in the south next to Stoffberg, which continues northwards for 30kms (it leads to an abandoned mine near the Mapochs Mine)

The line entering Sekhukhune in the west near Nutfield, which continues eastward to Marble Hall

The line entering Sekhukhune in the east, passes near Ohrigstad and Burgersfort (past abandoned mines) and ends near Steelpoort (near the Tubatse mine)

It becomes obvious that these lines, originally developed to serve past mining activity in Sekhukhune, have not been re-routed to serve new (or future) mines in the area. If this continues, the result will be that mining expansion in Sekhukhune will place additional burdens on the road network in the area.

Beyond commercial usages, a commuter rail link between Pretoria and the south-west part of Sekhukhune (along the Moloto Road) will clearly be useful, given the high levels of male migrancy

mentioned earlier in this IDP. This option is currently being considered within the municipality, but will obviously require intensive feasibility studies first.

Air transport

There are no commercial airports or air transportation in the District. At present, there are only 2 registered airfields in the towns of Groblersdal and Marble Hall. These are used as emergency airfields. They are utilised mainly by the business and tourism sectors, as well as local farmers wishing to spray their cultivated fields. There is also an airstrip in Elandskraal in Marble Hall municipality, which is not maintained.

District initiatives

The GSDM has developed a *Road Master Plan*, which is currently a draft. The Plan has identified the need for a thorough road infrastructure audit, and the finalization of strategies for road maintenance. Other issues on the agenda include facilitating transport routes in the District, as well as upgrading traffic signals.

The Sekhukhune District is also currently undertaking a Section 78 Process to assess alternative service delivery mechanisms for its road, storm-water and public transport responsibilities. Its results will assist in meeting many of the challenges outlined in this chapter.

Limpopo's development corridors and Sekhukhune roads

The overarching strategy of the Roads Agency Limpopo (RAL) is determined by the Limpopo Growth and Development Strategy. As already discussed, the LGDS identifies four development corridors, which will drive future economic development in the province. Of these, the Dilokong and Phalaborwa Corridors travel through the Sekhukhune District and are of immediate economic relevance for the area.

The Dilokong Corridor includes three important roads that fall within the Sekhukhune area. These are:

Polokwane to Burgersfort (P33/1 and P33/2) via Mafefe

Flag Boshieldo Dam through Lebowakgomo and Mafefe, linking the Sekhukhune District with the Phalaborwa and Kruger National Parks

Chenespoort via Boyne to Mankweng

The Phalaborwa Corridor connects Hazyview (Mpumalanga) with Phalaborwa and Tzaneen through a number of small towns on the western side of the Kruger National Park. It includes two road sections that fall within the Sekhukhune area:

Route section P17/3-5, D726, P112/1-3, P43/2, D1308 and P54/1

Road section P146/1 from Klaserie to Blyde River, P116/1 from Hoedspruit to Ohrigstad via the Strijdom Tunnel, and P181/1 from the Oaks to Burgersfort

The District will look carefully into the prioritization of these roads, given their economic significance in both Sekhukhune and the province more generally.

Implications for future economic growth in Sekhukhune

The road and transport network in Sekhukhune is clearly in need of some maintenance in the future. This will become especially important given the planned economic growth of the District. This section captures some of the key implications.

Transport

For goods and services to be transported throughout the district, organized transport system is required. The main transport systems are the following: buses, taxis and trucks. There are two types of bus companies which are private and public buses. Private are those that are owned by individuals not related to government and public are those that are owned by an organ of state or government itself.

The following are the findings of the review of the Greater Sekhukhune District Current Public Transport Records (CPTR) and Integrated Transport Plan (ITP) in 2007. The report covered an overview of what is involved in public transport in the Greater Sekhukhune District Municipality with regard to facilities, the capacity utilization of ranks and routes, the waiting times of passengers and vehicles, the operational vehicles and the number of trips made per operational vehicle. The facility surveys were conducted at taxi ranks, bus termini and train stations.

The facility surveys conducted indicate that the Greater Sekhukhune District Municipality has a total of 82 taxi facilities of which more than 75 per cent are informal.

There are three bus termini in the Greater Sekhukhune District Municipality. No commuter rail service is currently provided for passengers.

190 (approximately 50% outward-bound and 50% inward-bound) taxi routes in the GSDM: 15% are in the Elias Motsoaledi LM, 3% in Fetakgomo LM, 17% in Greater Marble Hall LM, 43% in Greater Tubatse LM and 22% in Makhuduthamaga LM.

Of the subsidized bus routes in the GSDM, 57% are in the Elias Motsoaledi LM and 43% in the Greater Marble Hall Municipality.

The main finding obtained from the analysis of route utilization is that there is a vast oversupply of taxis on most routes in the GSDM.

The route utilisation survey noted 1 462 taxis in the GSDM area. Furthermore 1 372 taxis were noted in the Elias Motsoaledi LM, 287 in Fetakgomo LM, 530 in the Greater Marble Hall LM, 1 463 in the Greater Tubatse LM and 1 083 in the Makhuduthamaga LM.

There were 28 buses in operation on the subsidised routes in the GSDM area.

There are metered-taxi activities in the Tubatse LM and in operation in other GSDM area as well as 4 + 1 activities in Jane Furse.

Light delivery vehicles (LDVs) are utilised for learner trips as well as areas where the quality of the road is not good.

Bus industry

There are two different types of bus operators in the Greater Sekhukhune District, namely:

- Subsidised operators
- Non-subsidised operators.

- a) Subsidised operators

All subsidised bus operators in the Greater Sekhukhune District are shown in **Table 70** below.

SUBSIDISED BUS OPERATORS IN THE GSDM AREA	
Subsidised Bus Operator	Operational area
Great North Transport	Greater Marble Hall LM
Great North Transport	Elias Motsoaledi LM

Source: Great North Transport

b) Non-subsidised operators

There are four (4) non-subsidised bus operators in the Greater Sekhukhune District Municipal Area. Since these buses are not used for commuter transport, no detailed information was obtained about these operations. The distribution of these operators with regard to the respective local municipalities in the Greater Sekhukhune District is shown in **Table 71** below.

DISTRIBUTION OF NON-SUBSIDISED BUS OPERATORS IN THE GREATER SEKHUKHUNE DISTRICT MUNICIPAL AREA		
Operator	Location of operation	Type of operations
Great North Transport	Greater Groblersdal	Casual and scholar passengers
Great North Transport	Greater Marble Hall	Casual and scholar passengers
Great North Transport	Greater Tubatse	Casual and scholar passengers
Mahlangu Bus Service	Greater Tubatse	Mine and scholar passengers
Sekhukhune Express	Greater Tubatse	Mine passengers
Thembalethu Bus Company	Greater Tubatse	Mine and scholar passengers

Challenges

- There is over supply of taxis on most routes in GSDM.
- Taxis fighting for the use of certain routes.
- Light delivery of vehicles and for the transportation of learners.
- Deterioration of road infrastructure due to overload.
- There is an increase of accidents, exhaust emissions, noise pollution and environmental intrusion.
- Lack of facilities for heavy vehicles.
- Prevalent overloading.
- Inappropriate signage.
- Lack of alternative routes for trucks.

Mining

In general, the current road network seems to be reasonably close to the mineral deposits in the area. A more detailed description is captured in the **Table 72** below.

Main clusters of mineral deposits	Status quo
Copper and nickel deposits south of Groblersdal	<ul style="list-style-type: none"> • There are no active mining operations here • The N11 runs through this area, and it is therefore well connected
Mineralised layers of titanium, iron, vanadium and phosphate east of Groblersdal	<ul style="list-style-type: none"> • There are no active mining operations here • The R33 passes through these areas, and they have reasonable access to this major arterial
Limestone mines in Marble Hall	<ul style="list-style-type: none"> • These are very close to the N11
North-South vanadium, titanium, iron reef	<ul style="list-style-type: none"> • A very long mineralised layer of these minerals are found running alongside the R555 in the south • The mineral band also runs in between the R579 and R37, passing on the east of Jane Furse • The highly productive Mapochs Mine, in the southern part of this mineral band, has good access to the R555 • The northern part of the mineral band doesn't seem to be exploited fully
Merensky Reef and chrome layers	<ul style="list-style-type: none"> • Within the Merensky Reef, platinum, nickel and copper are mined mainly in the Maandagshoek and Kennedy's Vale mines (these are located very close to the R555) • However, the remainder of the Merensky Reef isn't accessible at present • A chrome layer is also found east of the Merensky Reef, with several active mines including at Atok, Winterveld, Lannex and Tweefontein. All these mines are reasonably close to the R555, R37 or the minor road joining these two near Burgersfort

Other mineral deposits	<ul style="list-style-type: none"> • A silica mine is found close to Steelpoort. • Several abandoned asbestos mines are also found near Penge • Several andalusite and magnesite deposits are found around Burgersfort (but only one active mine is currently producing andalusite)
Further platinum mining expansion, which will be mainly concentrated in: <ul style="list-style-type: none"> • The Lebowakgomo District (South) • Groblersdal – Cluff mining • Dilokong or Burgersfort/Steelpoort corridor 	<ul style="list-style-type: none"> • Most of the platinum concentrate will be transported to the Polokwane smelter. The routes used will probably be the R37 and the N11. • Infrastructural planning therefore needs to ensure that these roads will be able to handle the increased truck volume.

Source: Derived from Techso (undated). Overview of the road network for the Greater Sekhukhune District Municipality.

There are some instances, however, of areas which have poor accessibility to the mineral deposits (such as northern section of the North-South mineral band east of Jane Furse). The presence of non-exploited mines in the area should also be noted, as these may have infrastructural implications that have not been foreseen as yet.

It cannot be over-emphasised that in order to support the further expansion of mining in Sekhukhune, it is critical that the supporting transport infrastructure for these mining operations be provided.

Agriculture

Agricultural activities in Sekhukhune are concentrated largely in two areas. The first is in the south-western part of the District (near Groblersdal and Marble Hall). The other area is found in the eastern section of the District, near Burgersfort and Ohrigstad.

Agricultural activities in Sekhukhune tend to be concentrated along the following routes:

The entire length of the N11 throughout the District
The R573 from Marble Hall to the Sekhukhune boundary
The R25 between Dennilton and Groblersdal
The minor road linking the R573 and R25 between Groblersdal and Marble Hall
The R36 as far north as Branddraai
The southern section of the R37 as far north as Burgersfort

In general, agricultural activities are concentrated near the major road arterials in the District (Techso, undated).

Tourism

According to a recent survey, the condition of roads is considered to be the biggest threat to the tourism industry (Techso, undated). Further details are not available as yet, but the District is currently exploring how this situation can be ameliorated.

2.5.6 Waste management and refuse removal

Waste removal is being provided in urban centres like Marble Hall, Groblersdal and Burgersfort. These municipal areas have organized waste collection systems.

Permitted landfill sites are the Marble Hall, Burgersfort, Jane Furse and recently (Malogeng and Mphanama) in Fetakgomo. The Jane Furse pilot landfill site is now operating according to permit requirements as required by the legislation.

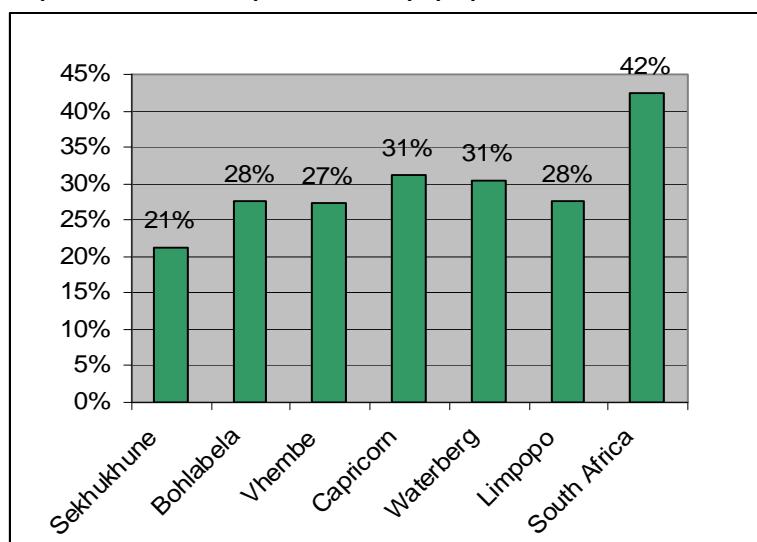
The waste disposal and collection has just started in some parts of Makhuduthamaga and Fetakgomo. The landfill site in Tubatse Local Municipality has already reached capacity, and studies for a new site are currently being conducted. A tender for a service provider for the design, permitting and operationalization of the Elias Motsoaledi Landfill site has been issued. Fetakgomo Local Municipality has also advertised for the design, construction, and operationalization of Malogeng landfill site.

Refuse removal processes do not cover some villages in all local municipalities. This poses serious health risks, especially when accompanied by minimal access to clean water. These areas are therefore fairly susceptible to the outbreak of diseases and other environmental conditions.

The informal disposal of waste in the District is a source of concern, as it causes environmental pollution and hazards. Greater Sekhukhune residents also need to be more aware of sound waste management practices. For the municipalities themselves, the key challenge is to maintain existing disposal sites and to provide new sites in areas that lack them.

The District has conducted a Section 78 process on waste management that may provide answers to some of these challenges in the near future.

Graph 1: Access to telephones in Limpopo province



Source: State of the province report: 2005

As a result, most Sekhukhune households still cannot take advantage of the ever-expanding internet and e-mail telecommunication facilities, especially for educational and business purposes. This is potentially an important pathway to economic growth, especially with the dawn of the global information age.

In addition, there are still households in Sekhukhune that cannot get proper signals for radios and televisions because of their geographic location. This is especially true of mountainous villages.

2.5.7 Accessibility of infrastructure in Sekhukhune

Households in a recent sample survey were asked to indicate whether they had any of a list of 15 facilities located within less than 2kms of their homes. The results were fairly illuminating and are captured in the table below.

Table 73: Accessibility of infrastructure in Sekhukhune

Facility	%
Minibus taxi pick-up point	80,9
Primary school	79,4
State grant collection point (e.g. pension)	78,7
Bus stop	72,1
Secondary school	65,8
Shop where basic foodstuffs can be bought	64,6
Street market to buy goods and food	42,1
Traditional healer	33,9
Market where you can sell goods and food	30,3
Clinic	27,7
Post Office	22,1
Police station	14,0
Home Affairs office	8,9
Hospital	8,6
Train station	0,3
Accessibility index	0,449

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity.

Housing and infrastructural challenges

Like many rural areas, Sekhukhune has enormous housing and infrastructural backlogs. These undermine economic potential, and worsen the quality of life of ordinary residents. At present, delivery is occurring so slowly that the MDGs and national targets for several key sectors may not be met.

More specifically, the key challenges are:

Infrastructural challenges

Housing

The provision of new housing is still a challenge in the District, with delivery proceeding at a relatively slow pace. There is no housing sector plan for the district.

The unblocking of housing projects as a challenge varies from beneficiaries who cannot be traced; beneficiaries whose standard of living has improved to an extent that they do not need or qualify for housing assistance as well as lack of capacity from contractors leading to slow progress.

Water

Water scarcity in the District is an endemic problem, which affects service delivery

Most Sekhukhune households, schools and clinics receive below-standard water

Although no comprehensive data is yet available for commercial (especially mining and agricultural) water usage, it is likely that these demands will one day conflict with the demand for domestic water consumption – a particularly worrying scenario in a water-scarce district

Sekhukhune has one of the 9 worst accesses to piped water amongst all South African districts/metros.

The prevalence of pit latrines as a means of sanitation has a contamination effect on underground water which is another source of potable water

Sanitation

Most Sekhukhune households, schools and clinics receive below-standard sanitation services

Electricity

Municipalities' provision of free basic electricity is currently impeded by poor information and communication systems

There are massive electricity backlogs in Sekhukhune, with some estimates declaring that as many as 224 villages are still without electricity today

Current Eskom electrification rates suggest that these backlogs will not be met in the timeline stipulated by MDG and national targets

Roads and transport

Provincial and local roads (and pavements) in Sekhukhune are in need of upgrading and maintenance

Most roads aren't in good condition; nor are they safe. This will eventually undermine the key economic activities in the area - agriculture, mining and tourism

Opportunities arising from the presence of the Dilokong and Phalaborwa Corridors haven't been fully exploited as yet

The current rail network isn't sufficient to cater for future mining freight in the area. This will place a strain on the road network in Sekhukhune.

Waste management and refuse removal

Formal waste removal services is still provided only in larger towns like Marble Hall, Groblersdal and Burgersfort

Informal waste disposal is evident in many parts of the District, and is currently causing pollution and health hazards

Telecommunications

The low numbers of Sekhukhune households that possess telephones limit the potential use of telecommunications for commercial purposes. This inhibits economic activity in the District. However the advent of cell phone communication has improved the telecommunication set up

The majority of the population does not have access to internet and email as access to internet cafes is either limited or nonexistent.

General

The state of infrastructure, and the resulting service delivery, is fairly poor across a number of sectors in Sekhukhune

The majority of Sekhukhune residents currently qualify for free basic services, an indication of the poverty levels in the area. If these numbers grow, it is not known whether the public sector will be able to sustain its current commitments

The District may not be able to meet its MDG and national target commitments unless major improvements occur in infrastructural investment and service delivery.

2.6 Environmental profile

Across the globe, environmental stresses and major changes in climatic conditions are influencing the lives and livelihoods of ordinary people and communities everywhere. This is no less true for the Sekhukhune District. The recent drought in Sekhukhune, for instance, is widely regarded as the result of the much-publicized El Niño and La Niña phenomena (Ziervogel et al, 2006).

The increasingly important role that climate plays in the Sekhukhune area has recently been highlighted in a few studies. What is becoming ever more evident is that rainfall patterns in the District are highly variable – a situation that tends to disrupt a wide range of socio-economic activities in the area such as rain-fed crop production, often with very little warning. Sekhukhune has in fact been significantly affected by both El Niño and La Niña events in recent years. This has affected the amounts of rainfall received in the area. El Niño tends to be associated with below average rainfall, whilst La Niña often incurs above average rainfall.

2.6.1 Geology

The regional geology consists of the Eastern Bushveld and Springbok flats regions. The overall geology of the area is classified as follows:

Gabbro (South of the R37)
Anorite band (adjacent to the R37)
Clinopyroxenite (to the North of R37)
Arenite (adjacent to the Olifants river)

The Springbok flats coal fields are found on the western side of the Sekhukhune District. The Transvaal Supergroup is found in Marble Hall towards the east of the District, as well as in an arc inscribed by the Northern Drakensberg in the Far East. The stones and rocks found within the Transvaal Supergroup include dolomite, limestone, iron-formation, shale and quartzite, amongst others (Goode, 2006).

As previous sections have highlighted, the unique geology of Sekhukhune has bequeathed the District with the largest reserves of platinum group metals in the world. The renowned Bushveld Complex is found at the centre of the region. The western portion contains acidic rocks, whilst the eastern site has basic rocks which contain metal minerals. It is the latter that is of economic significance. The Merensky Reef is found within this Complex, and contains major deposits of the platinum group metals, nickel, copper and cobalt.

2.6.2 Topography

The Olifants River is located on an open floodplain area. A valley surrounded by the non-perennial rivers is found to the north of the river. Strips of erosion can be found in the valley alongside most of the perennial and non-perennial rivers. Wood is still one of the main sources of energy for households, which leads to deforestation and subsequent erosion because of the denuding vegetation. One of the major environmental problems in the area is inappropriate agricultural methods, which leads to overgrazing and even desertification in places like Thabanaseshu. Overgrazing is also the result of too many livestock units per area of land.

2.6.3 Sekhukhune climate

The Sekhukhune area is characterised by a hot climate in the Olifants River Valley. The average temperature shows moderate fluctuation with average summer temperatures of 23°C, as well as a maximum of 28°C and a minimum of 18°C. In winter, the average is 13,5°C with a maximum of 20°C and a minimum of 7°C (as measured at the Sekhukhune Weather Station).

Sekhukhune is located in the Summer Rainfall Zone of the country, and receives more than 80% of its rainfall between November and March. The southern part of the area receives more rain (between 600mm – 800 mm annually), whilst the northern part receives only 500mm – 600 mm by comparison. This limits the type of agricultural activity that can take place in the north.

The mean annual precipitation as measured at the Zebediela Weather Station from 1949 - 2001 was 51 mm. Most of the precipitation occurs between October to March, with the highest average monthly rainfall during January (100,84 mm) and the lowest during July (2,89 mm). Thunderstorms, with the associated low soil penetration and high level of erosion, are common in the area. It would also appear as if El Niño and La Niña phenomena significantly influence the amounts of rainfall received in the area (Zervogel et al, 2006).

There is considerable variability in terms of rainfall intensity, duration and frequency. This exacerbates the water shortage problem, which is a key developmental constraint in the District. Increasingly sparse rainfall, as well as a high evaporation rate, is also currently limiting subsistence farming in the District – a situation that has contributed to the food insecurity mentioned earlier in this IDP.

2.6.4 Water scarcity

Water scarcity is a huge developmental challenge within the Sekhukhune District, and constrains both economic and social activity in the area. The issue is a manifestation of climate variability. However, it is also the result of a number of other factors, which include insufficient and variable rainfall, inequitable water resource management and the absence of drinking water, bulk water and irrigation infrastructure that would aid the distribution of water to rural villages (SEI, 2006).

Water scarcity affects a range of other developmental issues in Sekhukhune – municipal service delivery, subsistence farming activities, commercial agriculture and the expansion of the mining sector. Its implications for development are mentioned throughout this IDP, and it is a key constraint for the Sekhukhune District.

Environmental challenges

The Sekhukhune District is currently subject to enormous variations in rainfall, which affect crop production and sustainable livelihoods.

More specifically, the key challenges are:

- Rainfall patterns in the District are highly variable, disrupting agricultural production and causing related socio-economic stresses
- Because of its climatic profile, the District is currently susceptible to both the El Niño and La Niña phenomena. Variations in climate exacerbates the water shortage problem, which is already a key developmental constraint in the area

2.7 Institutional profile

No situational analysis will be complete without an overview of the institutional profile of the main development actor in the area – the Sekhukhune District Municipality. This section provides such a synopsis. It tells an important story because organizational capacity is a critical determinant of development success in a developing rural economy such as Sekhukhune's.

The Greater Sekhukhune District Municipality is a Category C municipality as determined by the Municipal Structures Act of 1998.

2.7.1 Powers and functions

Fire fighting

Local Tourism

Municipal Airport except for Marble Hall and Groblersdal

Municipal Planning

Municipal Health Services

Municipal Public Transport

Storm water for Tubatse, Makhuduthamaga and Fetakgomo

Water

Sanitation

Cemeteries except for Marble Hall and Groblersdal

Markets

Municipal Abattoirs

Municipal Roads for Fetakgomo

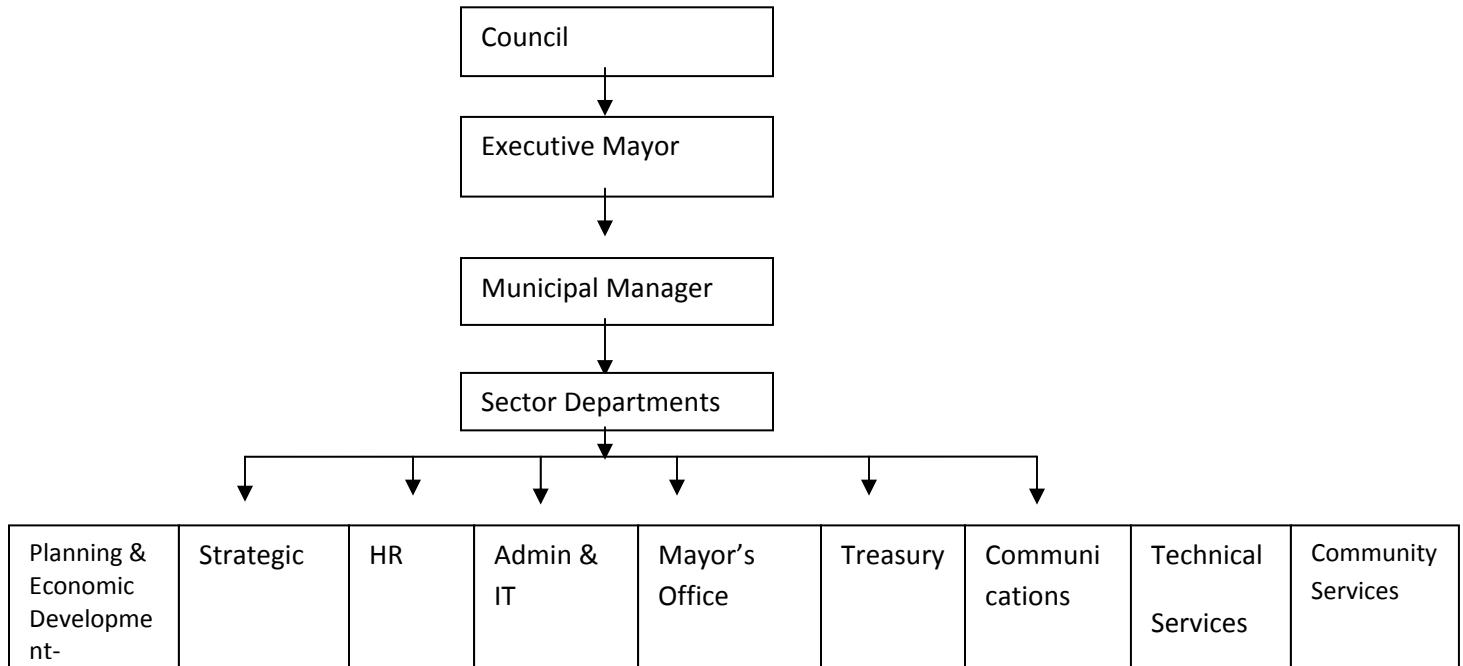
Refuse removal, refuse dumps and solid waste disposal for Fetakgomo

2.7.2 Administrative Structure

The Municipal Manager is the head of the administrative component and act as the accounting officer. The administrative structure is divided into nine departments headed by Section 57 Managers reporting directly to the Municipal Manager. The nine departments are Strategic Management; Planning and Economic Development; Technical Services; Treasury; Community Services; Secretariat, Administration and Information Technology; Human Resource, Fleet and Facilities and Communications. There are two

positions of general managers for service delivery and support services respectively. The purpose of the two positions is to enhance coordination of all departments in the district.

The following diagram indicates the top structure of the institution from the council to heads of departments. The complete organizational structure is attached. All the section 57 Managers' posts are filled.



2.7.3 Institutional Policies

Greater Sekhukhune District Municipality has policies and strategies which are guiding the operation of the institution. The policies mentioned below are some of the existing ones that the municipalities apply to enable various departments to discharge their necessary duties to ensure effective service delivery and proper management.

2.7.3.1 Finance Policies

2.7.3.1.1 Supply Chain Management Policy

The Policy has been prepared to comply with the provisions of section 111 of the Municipality Finance Management Act. In essence the policy reflects on the implementation of the supply chain management policy and the systems instituted by the municipality to give effect to the system as well as provision on other relevant matters.

With respect to the implementation of the policy key structures necessary for the policy implementation are provided for as well as reflect on the capacity of these structures. With respect to the systems necessary for the implementation of the policy the system is defined in precise form providing for its demand, acquisition, logistics, disposal, risk and performance managements facets.

The last part of the policy provides for other critical matters including the resolution of disputes, objections, complaints and queries related to the overall supply chain management system.

2.7.3.1.2 Budget Policy

The policy has been prepared in compliance with the provision of the Municipal Finance Management Act. In essence the policy reflects on the budget principles to be adhered to by the municipality when it's appropriate its capital and operating budget. As such the policy assists in communicating the capital and operating budget regime of the municipality.

The policy also reflects on the role of the Chief Financial Officer in the municipal budgeting process as well as his/her interactions with the political and other administrative leadership in the budgeting process.

2.7.3.1.3 Credit Control and Debt Collection Policy

The policy reflects on the objects it seeks to achieve as well as a reflection of its application.

With respect to its object it states that it is intended to "ensure effective and efficient collection by the Greater Sekhukhune District Municipality with a view to improving cash flows to ensure service delivery".

With respect to its application the policy defines the categories of debtors of the municipality and provides for different procedures to collect debt as owed by the different categories of debtors.

2.7.3.1.4 Municipal Investment Policy

The key intention of the policy is to "ensure that monies not required immediately are invested to obtain fair returns with compromising the safety of the surplus cash invested and liquidity". The policy reflects on a number of key areas being the scope of its application, its objectives, and internal control measures to be instituted, reporting and monitoring requirements as well as qualified institutions deemed as reputable that the municipality can invest with.

2.7.3.1.5 Fixed asset management and accounting policy

The Asset Management Policy has been adopted which complies with the provision of the Municipal Finance Management Act. It provides for mechanisms and procedures of managing municipal assets.

2.7.3.2 Annual Report

In compliance with the provisions of the Municipal Finance Management for the preparation and publication of annual reports, the 2007/08 financial year annual report is being developed.

2.7.3.3 Human Resource Management Policies

Section 67 (1) of the Municipal System Act states that a "municipality, in accordance with the Employment Equity Act 1998, must develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including-

The recruitment, selection and appointment of persons as staff members; service conditions of staff; the supervision and management of staff; the monitoring, measuring and evaluating of performance of staff; the promotion and demotion of staff; the transfer of staff; grievance procedures; disciplinary procedures; the investigation of allegations of misconduct and complaints against staff; the dismissal and retrenchment of staff; and any other matter prescribed by regulation in terms of section 72.

In compliance with these legislative provisions the Greater Sekhukhune District Municipality has adopted a range of policies in the following:

2.7.3.3.1 Human Resource Development and Retention Strategy

The Greater Sekhukhune District Municipality together with its local municipalities have adopted a district-wide human resource development and retention strategy which begins to reflect on key priority skills the municipality it seeks to recruit and retain. It provides for innovative measures of retaining skills taking into cognizance the peculiarities of the District.

2.7.3.3.2 Workplace Skills Development Plan

The Workplace Skills Development Plan is annually prepared and submitted to the Department of Labour. The Workplace Skills Development is indicative of skills in possession of the municipality as well those skills it lacks with a view of addressing in the each financial year.

2.7.3.3.3 Cellular Phones Policy

Defines those eligible and applicable tariffs as well as overall management of official cell phones.

2.7.3.3.4 Working Time Policy

Defines official working hours and compensation measures for additional duties performed in excess of official working hours.

2.7.3.3.5 Employment Equity Plan

Provides for measures and targets as well monitoring mechanisms to redress disadvantages in employment practices for designated groups.

Sekhukhune District's Employment Equity Plan

The Plan attempts to achieve equity in the workplace by:

Promoting equal opportunity, diversity and fair treatment

Implementing employment equity by redressing disadvantages experienced by women, people with disabilities and historically disadvantaged individuals (HDIs)

Eliminating visible and invisible barriers that affect employment equity

Integrating employment equity into all other District policies

Allocating sufficient resources to attain these objectives (GSDM, 2003)

Resettlement Expenditure Policy

Provides for compensation measures in the form of interim accommodation, transport and storage of household and personal effects for newly appointed employees residing more than 80 kilometers from the offices of the municipality.

Sexual Harassment Policy

Defines forms of sexual harassment and procedures to handle grievances of sexual harassment.

Bursary Policy

Defines those eligible, priority fields as well as awarding processes and procedures.

Dress Code

Defines appropriate forms of dress acceptable at the workplace.

Transport Policy

Provides for a coherent regime of management of municipal vehicles for usage by municipal officials.

Subsistence and Travel Allowance

Provides for various subsistence and travel allowances as well as applicable tariffs for officials and political office bearers.

Disciplinary Procedure

Provides for disciplinary measures and procedures.

Acting Allowance Policy

Provides for measures and compensation to be adhered to when appointing officials to act in higher positions.

Subsidized Motor Vehicle Scheme

Defines those eligible as well as procedures to acquire the benefit.

Indigent Policy

To facilitate the provision of Free Basic Services to its communities and ensuring that those with need are benefiting, the municipality has adopted an Indigent Policy. The policy defines those eligible to be classified as indigents thus being entitled for free basic services.

2.7.3.3.6 Code of conduct for officials and political office bearers

The Greater Sekhukhune District Municipality has adopted the Code of Conduct as encapsulated in Schedule 1 and 2 of the Municipal Systems Act, 32 of 2000 for Councillors and Municipal Staff Members respectively.

Institutional challenges

The Sekhukhune District also faces institutional challenges.

The District houses more than one Project Consolidate municipality, which poses serious institutional challenge.

Table 74: Organisational SWOT analysis

STRENGTHS	WEAKNESSES
<p>Well established institution</p> <p>Water authority of the whole District</p> <p>Well entrenched structures for public participation</p> <p>Supportive political leadership (Mayor and Mayoral Committee).</p> <p>Political stability.</p> <p>Harmonious relations between the District and its Local Municipalities</p> <p>Well established and functional systems e.g. Disaster Management.</p>	<p>Poor project management, monitoring and evaluation.</p> <p>Lack of common district offices which impact on departmental co-ordination</p> <p>Insufficient funds to eradicate social and infrastructural backlog.</p>
OPPORTUNITIES	THREATS
<p>Access to more funding and support through the Presidential Nodal Status</p> <p>Increased cooperation for service delivery through amicable relations and support by traditional leaders.</p> <p>Mineral resources that has a potential to create job opportunities, revenue, investment and infrastructure.</p> <p>Available agricultural resources that provide job opportunities, livelihood security through subsistence farming and revenue.</p> <p>Tourism opportunities that have a potential to increase investment, revenue and job opportunities.</p>	<p>Low human development index</p> <p>Poverty and unemployment</p> <p>Low revenue base of the district municipality</p> <p>Social and physical disintegration of communities (Spatial Planning)</p> <p>Threatened environment (refuse removal and environmental management)</p> <p>Shortage of skills</p> <p>Insufficient water sources</p> <p>Poor tourism infrastructure</p> <p>Limited investment from the public and private sector</p> <p>Disinvestment due to geographical location (rural nature)</p> <p>HIV/AIDS affects the economically active group and also affect education.</p>

	Communal nature of land ownership makes it difficult and time consuming to develop land.
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2.7.4 Sekhukhune District's communication strategy

Sekhukhune has a draft communication strategy, which notes that current media coverage of the District is largely positive but with some negative elements.

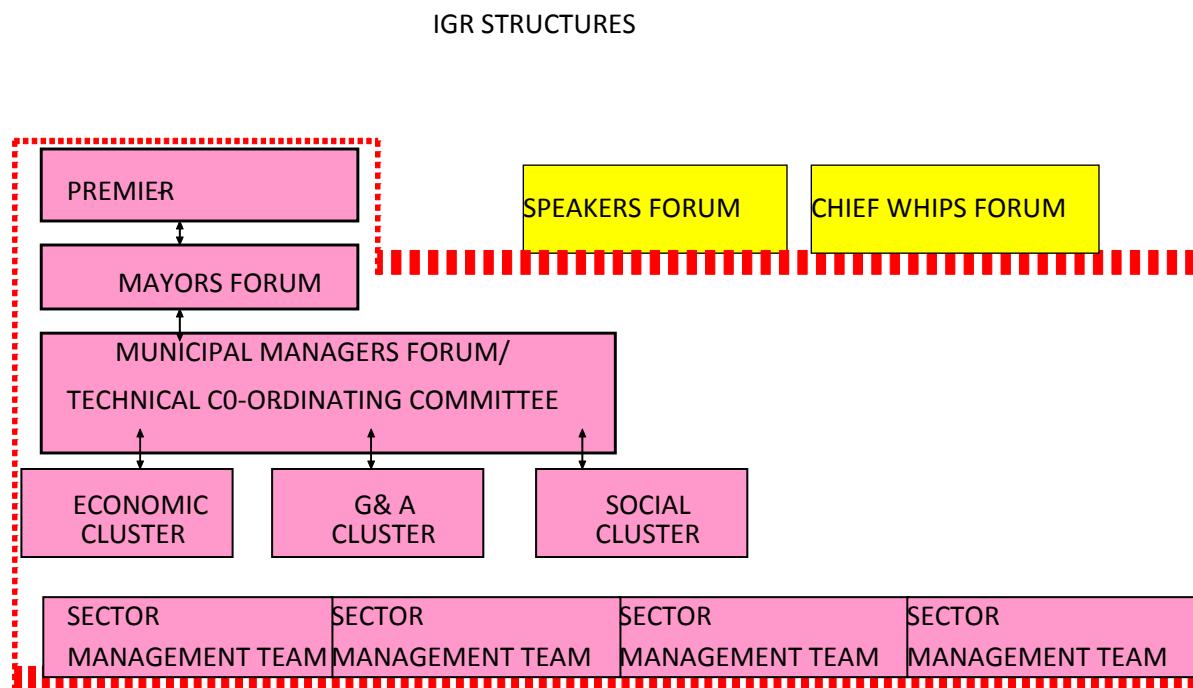
The Strategy also notes that the rural nature of the District compels the municipality to devise special communication messages and media to reach its citizens. The communication strategy proposes an outreach programme which comprises the following elements:

Council meets the people
Imbizos and road shows

2.7.5 Inter-Governmental Relations

In compliance with the Intergovernmental Relations Framework Act, the District together with its local municipalities have developed an Intergovernmental Protocol Framework which begins to recognize and give effect to the interdependence of the three spheres of government and begins to interrogate intra-sphere issues that is relations between the district and local municipalities.

For this purposes the Intergovernmental Protocol Framework provides for necessary structures as reflected in the below diagram, as well as a reflection on the mechanisms for resolution and implementation of decisions of the structures and settlement of their disputes thereof.



2.7.5.1 Municipal planning within an intergovernmental system

The NSDP and the LGDS have very obvious implications for the Sekhukhune IDP, although not all of them are necessarily positive. As this chapter has continuously pointed out, several key national and provincial recommendations are already being explored locally within the Sekhukhune District and its Local Municipalities. However, there are also realities that the District is currently grappling with that may not have appeared on the radar screens of other spheres as yet. The next chapter sets out the Sekhukhune reality. Its intention is not only to guide our own development trajectory in the future, but also that of our partners in government.

Defining local potential

“While the NSDP provides an initial interpretation of the potential of different localities and sectors, this is not a definitive measure. Provincial Growth and Development Strategies (PGDSs) and Integrated Development Plans (IDPs) will need to provide more rigorous assessments of potential by combining the NSDP’s initial interpretation with local knowledge and research. Through a process of interaction and dialogue, these provincial and municipal planning instruments will then define each locality’s development potential.”(NSDP Preface, 2006)

This IDP forms a critical lynchpin in that dialogue. The next few chapters highlight not only the District’s assessment of its own potential, but also what is required to overcome the challenges currently preventing it from realizing this potential. As will become evident, the effort required is one that will need to be spread across all spheres of government.

2.7.6 Community needs assessment

Community needs assessment was conducted and the following issues were raised by the communities: water, electricity, mass lights, community hall, clinics, roads, pay points, waste collections, houses, graveyards fencing, water and toilets, PHP houses, maintenance of boreholes, Storm water drainage, bridges, schools, classrooms, sanitation, roads, transport, poverty alleviation projects, health and social issues, education and safety and security, post connections, network coverage, fencing of dam, funding of projects, free basic electricity, toilets and taxi ranks, mobile clinic, new stands and cleaning of livestock. These needs will be considered as part of the greater municipal priority listing.

2.7.7 Table 75: Budget and Finance Assessment

Budget Category	GSDM	EMLM	MLM	GTLM	FKLM	GMHLM
Operational Budget	R 287 580 885	R109 170 000	R 62 619 705	R 142 392 117	R 28 327 906	R 106 764 430
Capital	R449 962 757	R 82 426 000	R 39 625 000	R 30 887 002	R 10 997 144	R 23 712 520
MIG	R 336 590 000	R16 797 000	R 18 975 000	R 19 257 003	R 8 274 000	R 9 828 000
Grants	R 353 080 885	R 56 673 000	R 63 805 500	R 64 236 850	21 065 600	R 36 368 000
Rates and Taxes	N/A	R 191 691 000	R20 020 000	R 66 420 652	R 469 000	106 780 660

- The Greater Tubatse Municipality scenario shows that more funds are spent on operational budget and less funds spent on capital budget. What this means therefore is that the major part of the budget is spent on salaries and related benefits which is not capital generating and less is spent on capital projects which are capital generating. An ideal developmental situation is one that has operational budget (general priorities) being less than capital budget (development priorities). What is encouraging though is that the municipality has the ability and capacity to

collect rates and taxes which, if not properly attended to results in financial leakage thereby putting a strain on the budget. The same trend runs through EMLM, MLM, FKLM and GMHLM. However the district shows a different trend where capital budget is greater than operational budget. This could be ascribed to the functions that the district is authorized to perform. Local municipalities are collecting rates and taxes due to them. While this is a commendable effort, it is not clear if they are collecting every cent due to the municipality. The district does not collect rates and taxes.

2.9 SUMMARY OF CRITICAL ISSUES

The following issues have been identified as challenges that require immediate attention to set the municipality on the development path:

- Limited Infrastructure and Services
- High unemployment and illiteracy rates
- Shortage of technical skills
- Poor storm water drainage system
- Poorly maintained roads
- Lack of bridges
- Poor public transport system
- Lack of bulk water supply system
- Illegal connections
- Non payment of services due to lack of water meters
- Poor sanitation that contaminates underground water
- Some areas still do not have electricity
- Overloading of the network
- Regular power failure
- Slow housing delivery process
- Low affordability levels
- Lack of reliable data on housing backlog
- Lack of housing strategy, sector plans and policy
- Lack of medication in most clinics
- Shortage of staff at clinics and hospitals
- Poor ambulance system
- Inaccessibility of some of the health institutions
- High infant mortality rate
- Shortage of schools
- Shortage of class rooms
- Inadequate teaching staff at schools
- Limiting curriculum that leans more on general learning areas and not technically oriented
- Limited capacity to implement LED
- Over reliance on the public sector for survival
- High staff turnover
- Filling of vacant posts
- Absence of sector plans for the provision of municipal services

3. DEVELOPMENT STRATEGY

The challenges outlined in the previous chapter need a strategy to deal with them. The strategy should be informed by practicality of its implementation, financial availability, resident skills and how far the strategy meets the vision, mission, goals and objectives. Hereunder follows the vision, mission, core values and objectives that should guide the choice of the best strategy to be employed so that development can be realized within the district.

3.1 Development Visioning

This section deals with the vision, the mission, core values, goals and objectives as well as the strategies adopted to deal with development challenges expounded above

3.1.1 Vision

“Development oriented Leader in Service Delivery “

3.1.2 Mission

We provide creative integrated development solutions in partnership with Local Municipalities, Communities and other stakeholders through:

- a co-ordinated framework for district developmental planning;
- fostering active community involvement
- creating a learning organisation conducive for development of human capital;
- enhancing sound intergovernmental relations through good governance;
- equitable distribution of resources.

3.1.3 Core values of the municipality

3.1.3.1 Batho Pele Principles

- Transparency
- Access
- Courtesy
- Efficiency
- Value for money
- Professionalism
- Redress

3.1.3.2 Code of conduct for officials and political office bearers

The Greater Sekhukhune District Municipality has adopted the Code of Conduct as encapsulated in Schedule 1 and 2 of the Municipal Systems Act, 32 of 2000 for Councilors and Municipal Staff Members respectively.

3.1.4 High-level objectives

The GSDM's key strategic objectives are:

- Facilitation of access to land to ensure sustainable land use management for the entire district.
- Maximisation of economic growth and development through developing local economic opportunities and facilitating community empowerment;
- Promote and implement social and development programmes;
- Fostering of community participation and ownership of municipal programmes through effective communication.
- Strengthen the co-ordination of governance structures and facilitate sound intergovernmental relations
- Development of institutional capacity and efficient financial management geared towards efficient delivery of services

3.1.5 Key Development Priorities

3.1.5.1 Development of institutional capacity and efficient financial management geared towards efficient delivery of services

The development of institutional capacity is a key priority to ensure that the District is equipped with high-quality staff that ensures that government programmes are implemented according to set targets. In this area of priority the District will focus on:

- Recruitment and selection of high-quality and committed staff
- The retention of staff
- The development of the skills of its staff
- Engaging in partnerships with strategic partners
- Organisational Development
- Human Resource Administration and Maintenance
- The development of administrative systems
- Secretariat and Administration Services
- Information Management
- Internal Communication
- Performance Management
- Customer care

Government programmes cannot be realized if they are not backed by financial resources. The Greater Sekhukhune District is faced with mammoth development challenges amidst limited resources. It is therefore paramount that the existing resources are well managed whilst striving for the mobilization of extra resources. In order to do so the municipality will specifically focus on:

- Development of a financial management plan
- Strengthening of revenue collection capacity
- Revenue generation
- Credit Control mechanisms
- Financial planning and budgeting
- Financial reporting
- Asset Management

- Financial Administration
- Expenditure Management and Control
- Preparation of realistic and strategic budgets
- Implementation of Municipal Financial Management Act
- Internal Audit

3.1.5.2 Facilitation of access to land and ensure sustainable land use management for the entire district

The desired development requires resources to happen of which among them is land. Land unlike other resources is a finite resource which has to be addressed strategically. The Greater Sekhukhune Municipal area has its own dynamics related to land as most of the land for development is under land restitution claims. It is thus critical that concerted efforts be embarked upon by the municipality to facilitate access to land for sustainable development as well as usage. As a result the following will be among the key focus areas:

Spatial planning to guide sustainable development;
 Support programmes for beneficiaries of land restitution claims;
 Undertaking of land audits to identify land for various kinds of development;
 Facilitate the development of framework for land use management;
 Trainings and consultation sessions with various stakeholders on land use management practices

3.1.5.3 Maximisation of economic growth and development through developing local economic opportunities and facilitating community empowerment

Development should be people-centered and not a government driven scenario wherein communities are recipients of government services. Building an increased prosperity for all residents, sustainable job and income generation and better distribution of wealth, is central to the municipality's challenges. In order to ensure this objective it is thus critical that people participate in the main stream economy of the District and the social development of communities. This will ensure that communities of the district are part of service delivery as active agents. Among programmes to be engaged in this exercise are:

- SMME Development
- Agricultural Development
- Tourism Development
- Mining Development
- Arts and Culture
- Marketing
- Investment Attraction
- Skills Development
- LED Institutional Capacity
- Expanded Public Works Programmes
- People's Skills Development

3.1.5.4 Promotion of social development of communities

Social development in communities is a critical challenge facing the municipality in an attempt to create a stable and cohesive community. To this end the following programmes will be embarked upon by the municipality:

- Environmental Management
- Primary Health Care
- Sports Development
- Youth Development

- Gender Equity
- Aged Care
- Skills Development
- Disaster Management
- Safety and Security

Provision of infrastructure also plays an important role in the social and economic development of communities. Areas without access to infrastructure are characterised by high levels of poverty whilst those with access are well off. Absence of infrastructure for any kind of services worsens the poverty levels of communities as much as it hampers development. The municipality is therefore faced with two challenges in this area:

First is the issue of extending access to basic municipal services (water, sanitation, electricity and solid waste removal to communities with access. The second issue relates to the general provisioning and maintenance of infrastructure and services over the municipal area. In terms of this priority the municipality will develop the following programmes:

- Free basic services programme
- Access to municipal services to areas without
- Water services provisioning and maintenance
- Solid Waste Removal
- Electricity provisioning
- Transport
- Roads
- Storm-water

3.1.5.5 Fostering of community participation and ownership of municipal programmes through effective communication

Government programmes ought to be communicated to its communities so as they can measure the performance of government and hold it accountable. The municipality wishes to engage in a contract with its communities in addressing the challenges of poverty, unemployment, and service delivery. In this case the municipality will ensure that proper structures are put in place where government will plan with the communities and monitor implementation. A clear communications framework will thus be instituted by the municipality. The focus on this programme will be:

Functionality of all communication structures representing communities as well as all stakeholders.
Working with community development workers in communicating planned and implemented government programmes

Monitoring of government programmes on their social and economic impact

3.1.5.6 Strengthen the co-ordination of governance structures and facilitate sound intergovernmental relations

In accordance with the spirit of co-operative governance as well as the legislative requirements, the municipality will work with local municipalities; provincial and national sector departments to ensure that development is integrated; duplication is avoided; and synergy is enhanced. To realize this objective the municipality will set proper institutional structures and mechanisms to ensure that such co-operation is not ad-hoc.

3.1.6 Name change from Greater Sekhukhune District Municipality to Sekhukhune District Municipality

The council is proposing that the name of greater Sekhukhune district municipality be changed to Sekhukhune district municipality.

Reason: historically the area was divided into four district councils for inclusivity, uniformity and unity. Now that unity has been achieved, the district should attain its original name: Sekhukhune

3.2 Development Strategies to achieve the above stated objectives

- Consultation and participation with all stakeholders
- Collaboration with all tiers of government, state owned organs, donors and funders as well as private sectors
- Communication in a form of report back, progress report and annual report
- Project Management to avert risks and financial loss
- Capitalize on organizational strengths and turning around the weaknesses
- Monitor review and evaluation to assess goal achievement

Hereunder follow the strategic developmental objectives and the concomitant strategies to achieve them.

Planning and Economic Development

Key Performance Area/Programme	Key Development Priorities	Objectives	Strategies
Spatial Planning Programme	Spatial Development Frameworks formulation and review; Fostering of Spatial Focus in Municipal Programmes Precinct Development Development of Long-Term Spatial View Policies Spatial Trends Analysis	To provide for district-wide spatial form that is efficient, sustainable and accessible, To provide for district-wide quality spatial environment, providing for integrated and sustainable settlements and well-designed spaces.	By developing a set of policies and procedures to influence and shape the desired spatial form; By enhancing the intensity of existing well-functioning nodes and transformation of declining nodes, to enable mixed-se high density development.
Land Use Management Programme	Land Use Management System Processing of Land Development Applications Historic Land Tenure	To provide for an appropriate and efficient land use system that facilitates investments and continuous regeneration, To provide for an effective spatial management to	By increasing efficiency of development application processes with specific reference to priority areas;

Key Performance Area/Programme	Key Development Priorities	Objectives	Strategies
	Allocations Upgrading of Land Tenure Rights Formalisation of Settlements	ensure maintenance of appropriate standards of safety, cleanliness and orderliness across the district, and	By devising for innovative and collaborative efforts of land use management in historic land tenure areas
Spatial Information Dissemination Service Programme;	Spatial datasets development Dissemination and provisioning of spatial data	To provide for an efficient and effective spatial information service	By developing and maintaining spatial information processes and systems
Knowledge Management, Capacity Building Local Municipalities and Support Programmes	Knowledge Sharing Training and Development Co-ordination and Integration of Work Across the District and Across the spheres Local Municipalities Support	To provide for coordination and integration of efforts through knowledge sharing, capacity building.	By formal and non-formal interactions with planners and other related professions across the spheres and across society
1. LED	SMMEs	<ul style="list-style-type: none"> To create a conducive environment for growth and sustainable development of SMMEs 	Facilitation of SMMEs development programmes such as training, mentoring access to markets, product development and financing.
	Agriculture development	<ul style="list-style-type: none"> To provide mechanisation support to the emerging farmers 	Provision of farming implements and equipments Facilitation of capacity building programmes
		<ul style="list-style-type: none"> Identification and maximisation of value adding opportunities 	Facilitate the establishment of value adding projects

Key Performance Area/Programme	Key Development Priorities	Objectives	Strategies
	Tourism Development	<ul style="list-style-type: none"> • To promote the development of tourism opportunities 	<p>Facilitate the establishment of tourism products and facilities</p> <p>Explore establishment of partnership with the private, public and the community</p>
	Mining beneficiation	<ul style="list-style-type: none"> • To ensure that communities and SMMEs benefit from mining activities. 	<p>To identify and implement mineral beneficiation interventions</p> <p>To establish a working relationship with mining houses</p>

OFFICE OF THE EXECUTIVE MAYOR

KPA	Key Development Priorities	Objectives	Strategies
1. Special Programmes, Advocacy and Executive Support.	Children Advocacy Programmes	To provide support and advocacy on children rights and their welfare programmes.	Develop a comprehensive children's support and advocacy programme. Develop a response and participatory mechanism to international, national and provincial initiatives.
	Aged Advocacy programmes.	To provide support and advocacy for the elderly persons.	Develop a comprehensive elderly person's support, networking and advocacy programmes. Develop a response and participatory mechanism to international, national and provincial initiatives
	Youth Development Programmes and Advocacy.	<ul style="list-style-type: none"> - To create awareness among the youth on all issues affecting the society. - To put youth in the mainstream of all socio-economic activities and initiatives. 	Develop, implement youth focal month, support youth advisory centres and councils and the maintenance of established partnerships. Develop a response and participatory mechanism to international, national and provincial youth development initiatives.
	Disabled Persons Advocacy programmes.	<ul style="list-style-type: none"> - To implement GSDM integrated disability strategy. 	Develop, implement and lobby a comprehensive integrated programme to mainstream issues of persons with disabilities. Develop a response and participatory mechanism to support international, national and provincial initiatives.
	Gender Advocacy Programmes.	To provide support and advocacy on women and gender development programmes.	Develop and implement women's focal month, support women units and forums. Implement awareness campaigns preventing violence, abuse and

			<p>violation of women's rights.</p> <p>Develop a response and participatory mechanism to national and provincial women's development initiatives.</p>
	Moral Regeneration Movement.	To forge a strong and sustainable civil society partnership based on social cohesion recognised cultural and religious practices and sound moral values.	<p>Facilitate social cohesion through cultural and religious awareness programmes.</p> <p>Foster and lobby for the adherence to the charter of positive values.</p> <p>Develop a response and participatory mechanism to national and provincial Moral Regeneration Movement's initiatives.</p>
	Geographic Names Programmes	To restore the heritage of the people of Sekhukhune in their diverse character, redress the historical imbalances and changes denegrating to the people of Sekhukhune land.	Commission a names change, re naming, and affirming process.
	Traditional Leaders Support	Provide support for Magoshi as custodians of traditional leadership.	Provide continuous and strategic support to local house of traditional leaders.
	Support to Ward Committees	To ensure that ward Committees are fully functional	<p>Provide training, support and timorous assessment programmes to ward committees.</p> <p>Convene an annual reporting session.</p>
	Mayoral Relief Programme	To ensure support to needy families and communities in times of distress	<ul style="list-style-type: none"> - Provision of relief mechanisms to needy and destitute families.
	HIV/AIDS Awareness Programmes	To provide awareness on HIV/AIDS awareness and advocacy.	<ul style="list-style-type: none"> - Develop and implement an integrated HIV/AIDS management strategy.

KNOWLEDGE MANAGEMENT

KPAs	Key Development Priorities	Objectives	Strategies
Knowledge Management	Institutional Capacity	To establish a learning organization	Facilitate the collation and sharing of knowledge
	Communities of practice	To facilitate establishment of communities of practice	Facilitation of the interaction by the Town Planning community and other areas of mutual interest

COMMUNICATIONS

KPA	Key Development Priorities	Objectives	Strategies
Good Governance and Public Participation	Publications	<ul style="list-style-type: none"> -To ensure improved communication with the internal stakeholders. -To ensure improved communication with the external stakeholders. -To ensure improved communication with the external stakeholders on specific programmes 	Promoting accessibility and greater use of the internal newsletter as a reliable communication channel for staff
	Publicity	To ensure effective and efficient communication mediums with all stakeholders	Undertaking continuous public relations activities to sustain positive image of the District.
	Support Community Media	To create a mutual relationship with the media houses through effective and efficient buying and support	To support community media initiatives through continued networking activities and maximum use and support of local media operating in the District.
	Community Outreach	To ensure a structured	Ensuring participation of

	Programmes/ Izimbizo	community out reach by Mayoral Committee	communities in governance matters through public participation programmes.
	Heritage Celebrations	To stage and support all declared heritage celebrations	Facilitation of cultural and historical awareness that promote economic spin-offs in the District
	IGR	To fully implement the Intergovernmental Relations Protocol Framework	Promote Government Communicators' Forum as the case study for IGR
	SODA	State of the District Address is delivered to residents of Sekhukhune.	Develop an action planning and phased-in communication for pronouncements made at the SODA
	Reception Services & Civic Courtesy	To successfully host / receive distinguished Mayoral guests and dignitaries. To successfully host guests	Foster positive and mutually beneficial relations with partners in government and private sector
	Media Relations	To strengthen relation with media community and host media networking sessions during high impact activities in the communication cycle	Profile the service delivery progress and introduce new leadership
	Marketing	To promote and market economic potential of the district	To position the District and to stimulate economic growth in the District as the investment destination of choice.
	International Relations	To promote effective relations with organs of state in other countries	To improve the coordination and training in diplomatic work for communicators

BUDGET AND TREASURY

KPA	KEY DEVELOPMENTAL PRIORITIES	OBJECTIVES	STRATEGIES
Financial Viability	Asset Management	To ensure proper recording and safe guarding of assets	Purchasing of asset management system
	Financial System	To ensure proper recording of financial records	Continuous upgrading for financial system
	Asset Management	To ensure proper accountability of assets and compliance to legislation	Sourcing of Technical supports
	Revenue Enhancement	To enhance revenue collection	Implementation of Revenue Enhancement Strategy
			Sourcing of meter reading system
			Identify new pay-points and link to financial system
	Expenditure management	To promote sound financial management systems, To ensure efficient and effective financial management in compliance with EAAS and applicable legislation	5 days for payment of claims received
			Monthly clearance
			Monthly reconciliations
	Asset management	To ensure that council assets are safe guarded and properly recorded	Develop quarterly asset register
			Quarterly contract register
	Stores management	To ensure that council stock is adequately accounted for, properly recorded and safe guarded	Monthly report on stock management
	Disposal Management	To ensure that council assets are correctly disposed off	Approved asset disposal report
	Preparation of annual budget	To ensure that the budget is properly managed	2009/10 IDP/Budget process, Half -year review report, draft budget and annual budget
	Demand Management	To ensure that proper procurement of goods and	Report on the implementation of the Preferential

		services	Procurement Policy
	Acquisition management		Turn around time taken to process requests
	Risk Assessment	To ensure that risks are identified and mitigated	Reviewed risk assessment report, progress report on implementation of risk assessment report
	Preparation of Annual Financial Statements	To ensure accountability	2008/09 financial statement
	Annual report		2008/09 Annual report
	Quarterly Reports		Quarterly reports
	Monthly reports		Monthly reports
	Support to other departments and local municipalities	To ensure sound inter-governmental financial management and viability	Report of financial support to LMs
	Procure fixed property	To provide official accommodation for effective and efficient municipal operations	Transfer of fixed property to GSDM
	To ensure effective coordination and collaboration between the DM, LMs sector depts and other interested stakeholders	To ensure effective coordination and collaboration between the DM, LMs sector depts and other interested stakeholders	Launched finance forum and reports on activities of fora

SECRETARIAT AND ADMINISTRATION

KPA	KEY PERFORMANCE PRIORITIES	OBJECTIVES	STRATEGIES
Good Governance	Registry	Establishment of Fully functional Registry	Training of Registry Personnel Installation of Access System Installation of additional Filing shelves

			Purchasing of reliable electronic document system
	Council Support	Capacity building programs for councillors	Identify capacity needs Arrange training for councilors Purchasing of relevant acts booklets
	Secretariat Services	Provision of reliable secretariat services	Training of secretariat personnel Establishment of District Secretariat Shared Services Documenting of all Council resolutions

Human Resource Department

KPA	KEY PERFORMANCE PRIORITIES	OBJECTIVES	STRATEGIES
Good Governance	Skills Development plan	To provide training and Skills development for employees. Training contributes towards IDP	<ul style="list-style-type: none"> ✚ Develop WSP/ATR and submitted by the 30th June ✚ All staff members must be trained
	Bursaries for Employees	Provision of study assistance to employees	<ul style="list-style-type: none"> ✚ Review the Bursary policy.
	Bursaries for Communities	Provision of study assistance to communities in need	<ul style="list-style-type: none"> ✚ Review Bursary policy ✚ Put an advert on soft and hard copy media ✚ Selected application forms processed and learners placed ✚ Policy be reviewed once a year
	Learnership/Internship Program	Provision of experiential learning to communities in need	<ul style="list-style-type: none"> ✚ Develop the policy ✚ Place an advert ✚ Place the learners

	Experiential Learning	Provision of experiential learnership to communities in need	<ul style="list-style-type: none"> ✚ Develop the policy ✚ Communicate with SETA. ✚ Place an advert ✚ Select the learners ✚ Learnership Agreements signed by all parties and submitted to LGSETA
	Employee Wellness	To ensure Employee Wellness. Rehabilitation of employees experiencing problems	<ul style="list-style-type: none"> ✚ Comply & implement the relevant act
	Occupational Health & safety	Effective and efficient management of hazard. Preventing and remedy hazards	<ul style="list-style-type: none"> ✚ Equipping of buildings with fire-extinguishers. ✚ Develop OH& S policy ✚ Policy implemented
	Recruitment and selection process	To fill all vacant posts on the organogram.	<ul style="list-style-type: none"> ✚ Advertise and fill all vacant posts
	Systems and policy development	Ensure that all GSDM Policies are in line with the National standard	<ul style="list-style-type: none"> ✚ GSDM policies implemented ✚ review all policies ✚ On-job training on HR policies
	Research Studies on Standardisation of conditions of services	Conduct research studies on the standardisation of conditions of services	<ul style="list-style-type: none"> ✚ Comprehensive report on research studies and implementation
	Labour Relations Publications	Collective agreements through grievance and disciplinary procedures are implemented. Local labour continues to operate	<ul style="list-style-type: none"> ✚ Labour relations publications be developed quarterly
	Organisational Development	<p>An organisational structure that is responsive to municipal mandates</p> <p>Improve organisational development & change management</p> <p>Culture survey report</p>	<ul style="list-style-type: none"> ✚ Implement the approved organisational structure

		Work processes improved in relation to service standards	
	Development of Organisational Structures	To diagnose, design and implement organisational development interventions	To ensure organizational structure that is responsive to municipal mandates
	Change management		To facilitate workshops that will address organisational development needs, organisational behavior and service delivery challenges in departments.
	Process improvement		To advice management on the design of work processes and procedures in order to ensure that the municipality achieves its strategic objective in the most cost efficient manner.
	Job evaluation		To ensure proper grades for jobs.
	Development of job profiles		To ensure that the profiles are developed and appropriate according the set standards
	Support Local Municipalities on OD		To coordinate municipal capacity building programme responsive to the needs of municipalities. Improved performance for local municipalities.

STRATEGIC MANAGEMENT			
KPA	STRATEGIES	OBJECTIVE	KEY DEVELOPMENT PRIORITIES
Governance & Administration	Performance Management system	To ensure proper planning, monitoring and review of organizational and individual performance	Development of performance agreements for Sec 57 Directors
			Development of performance agreements for Managers
			Development of performance commitments for level 4-downwards officials
			Electronic Project reporting module
			Business Planning
			Institutional Performance Review
			Individual performance reviews
			Vuna Awards
			Executive Mayor's excellence awards
Statutory Reporting		To ensure compliance to statutory reporting requirements	Monthly performance reports
			Quarterly performance reports
			Annual reports
			5 year Local Government strategic Agenda
Municipal Support		To provide support to Local Municipalities	Support programmes
			Horizontal learning
	Customer care	Promote and implement Batho pele principles	Customer care and by-law awareness

			Annual satisfaction survey
			Compliance to legislation
Systems and Policy Development	To ensure good governance and compliance to legislation	Develop, review and update systems and policies	
IGR	Interact with all spheres of government	Establishment of the G&A Cluster	

Technical Services Department

Key Performance Area/Programme	Key Development Priorities	Objectives	Strategies
Service Delivery	Development of 5 year Infrastructure Investment Plan	To develop a 5 year Infrastructure Investment Plan that addresses the infrastructure backlog	Utilize sector plans to develop a comprehensive 5 year Infrastructure Investment Plan that addresses the backlog through participation Participate on the IDP Consultative Forum in order to develop a 3 year MTF priority list
		To ensure that we comply with the indigent policy by supporting indigent families with free basic water	Develop an effective billing system Continuous update the indigent register Continue to supply water through tinkering system where there is no infrastructure
Roads	Roads Maintenance	To provide easy access to motorists to stimulate activities that include economy participation of our communities	Develop road maintenance programmes and regular updates thereof

Key Performance Area/Programme	Key Development Priorities	Objectives	Strategies
			Implement the Road Master Plan Construction of new roads
Storm water	Storm water Management	<p>To ensure control of storm water by providing well designed and effective storm water drainage system</p> <p>Maintain the current storm water system so that it performs optimally.</p> <p>To protect the current road infrastructure network so that it sustained for the design life span.</p>	Develop a comprehensive storm water management plan with adequate funding
Water	<p>Upgrade our bulk infrastructure network including reticulation.</p> <p>Provision of clear portable water.</p>	<p>To optimally use our water resource to the benefit of the entire district community.</p> <p>To ensure that water purified through our Treatment Works meet the SANS 241.</p> <p>To minimise water born deceases</p>	<p>To effectively plan and fund multi-year programmes for the development of our bulk water supply capacity.</p> <p>Establishment of credible water laboratory treatment works</p> <p>Train personnel to the required level of competency in order to effectively manage the function of water purification.</p>
Electricity	Provision of grid and non grid electricity	To ensure that communities are provided with electricity for domestic, commercial and industrial use.	To ensure that adequate trained personnel are appointed and

Key Performance Area/Programme	Key Development Priorities	Objectives	Strategies
		Ensure that the electricity provided is of a safe standard and compliant to ISO 9000.	placed on correct positions. Ensure that the electricity Master Plan is adequately funded and implemented. Continuous engage Eskom on issues of bulk capacity in order to address Tubatse backlog.
Transport	Transportation Planning	To ensure proper transport system within the district.	Develop proper transport infrastructure, e.g. Taxi Ranks, pedestrian crossing and pavement strips.

COMMUNITY SERVICES			
Municipal Health System			
	Key Performance Priorities	Objectives	Strategies
1. BASIC SERVICE DELIVERY	1.Noise and Air Quality Monitoring	To monitor and control air quality within the district	<ul style="list-style-type: none"> • Solicit approval of the AQMP • Establish the necessary infrastructure for AQMP • Monitor and Evaluate the AQM in GSDM.
	2. Chemical Safety Management	To monitor and evaluate chemical management and control	<ul style="list-style-type: none"> • Establish the necessary committees. • Intensify chemical monitoring and evaluations. • Establish laboratory services for sample analysis
	3.Food Safety and Control	To monitor and investigate food safety activities	<ul style="list-style-type: none"> • Establish the necessary committees. • Intensify chemical monitoring and evaluations. • Establish laboratory services for sample analysis
	4.Environmental Management, Awareness and Education	To provide for the safety and healthy sustainability of the environment	<ul style="list-style-type: none"> • Establish the necessary forums. • Establish common programmes for the year throughout the district • Intensify awareness campaigns in the district on environmental aspects
	5.Intergrated Waste Management	To maintain cleaner, safe and sustainable environment	<ul style="list-style-type: none"> • Get the section 78 process approved by GSDM Council • Establish landfill sites they are needed • Monitor and coordinate evaluation of waste in the district •
KPA	Key Performance Priorities	Objectives	Strategies
1. BASIC SERVICE DELIVERY Cont.....	6.Community Waste Disposal Centres	To maintain cleaner, safe and sustainable environment.	<ul style="list-style-type: none"> • Get financial backing. • Get site allocation • Develop site plans • Construct and use the site

	7. MHS Equipments and tools	To make sure that this mandatory function is effectively implemented.	Get the necessary MHS specialised equipments and tools in place through all the necessary processes within the district.
	8. Environmental calendar days	To create awareness of the importance of sustaining our environment for the future	Prepare and establish awareness campaigns through the established structures
	9. Development of Municipal By-laws	To develop control measures on health related aspects	<ul style="list-style-type: none"> • Develop by-laws on municipal health services • To help our people adhere to approved and better ways of dealing with various governance aspects
	10. Cemeteries and Crematoria	To make sure that the environment is protected, safe and sustainable	<ul style="list-style-type: none"> • Identify existing cemeteries through the Executive Mayors Office and our department for fencing. • Identify need for new sites and conduct EIAs.
	11. Talafatsa Sekhukhune	<p>To prevent Pollution of both air, land and the environment.</p> <p>To maintain production of the necessary species of trees for the District</p>	Solicit for more trees from Dedet and plant them in various places within our district.
1. Disaster Management .	-Prevent, Mitigate and respond to disasters.	<ul style="list-style-type: none"> • To ensure safety of communities.. 	<ul style="list-style-type: none"> • Promote safety through Provision of resources to satellite stations, Educate communities about disaster management and Provide relief to disaster victims.
	Effective response and communication.	To improve response to disaster incidence.	-Install a call taking dispatch, cctv, voice log and intercom system to fire stations.
2. Fire, Emergency and Rescue services.	-Ensure availability of equipments and furniture.	<ul style="list-style-type: none"> • To ensure effective provision of fire services and also improve employee's working conditions. 	<ul style="list-style-type: none"> • Through Procurement process, Furniture and Equipments will be provided to Makhuduthamaga satellite fire station.
	-Have fire fighting vehicles that are acceptable to	<ul style="list-style-type: none"> • To comply with national standards and provide capacity to satellite 	<ul style="list-style-type: none"> • Convert the Atego Truck to National Fire Protection Association Standard. • Purchase of enclosed cab Major Pumps

	National Fire Protection Association Standard.	stations.	and 4X4 single bakkies.
	Protect fire personnel during operations.	<ul style="list-style-type: none"> To ensure that fire personnel are not exposed to danger when performing their functions. 	<ul style="list-style-type: none"> Provide protective clothing to fire personnel.
	Road Safety	<ul style="list-style-type: none"> To promote road safety 	<ul style="list-style-type: none"> Develop and implement the arrive alive programme. Involvement of relevant stakeholders during arrive alive campaigns in the District.
Sport, Arts and Culture			
Sport advancement and promotion	To increase mass participation in road running and all types of sporting codes	Organise Executive Mayor's marathon. Participate in O R Tambo Games and Executive Mayor's Cup. Participate in Club development and Siyadlala Mass Participation programmes.	Sport advancement and promotion
Sport and recreation	To have qualified referees and coaches in all sporting codes	Organize capacity building workshops and courses	Sport and recreation
Support to federations	To assist the existing federations in the district in development	SAFA, Netball federation, Softball federation and tennis are formed	Support to federations
Support to Councils	Improve institutional support to both Sport and Arts & Culture Councils	Both the district Sport and Arts & Culture Councils are formed.	Support to Councils
Cultural Show	To increase awareness in art and culture matters.	Sekhukhune cultural show and Indigenous games are organised.	Cultural Show
Promotion of artists	To increase mass participation in local artists	Local promotion of artists' festival is organised.	Promotion of artists
Miss	To create opportunities for	Miss Sekhukhune Beauty	Miss Sekhukhune

Sekhukhune	young girls to discover latent self-worth	Pageant is organised.	
Promotion of designers and crafters.	To promote the emerging designers and crafters through cultural show	Identification of emerging designers and crafters with the help of LED for promotion through mini shows per local municipality.	Promotion of designers and crafters.
Cultural Show	To increase awareness in art and culture matters.	Sekhukhune cultural show and Indigenous games are organised.	Cultural Show

Priority issues

The following list of priorities was derived from the customer satisfaction survey report which was produced for the district in 2007. Households were requested to rate the 13 challenges/priorities that needed to be addressed. It should be noted that not all the challenges fall within the functional responsibility of the district. Each of the identified challenges/priorities was rated on a 5 points scale where 1 is least important and 5 is the most important.

The table below shows that only four challenges/priorities that are in top five priorities in at least four of the local municipalities were: access to water; crime; education and unemployment. It should also be noted that the priorities differ per local municipalities and the district will focus on those within their powers and functions.

Priority issues as listed in the customer satisfaction survey report

Priority issues as listed in the customer satisfaction survey report						
Priorities	All Locals (rankings)	Fetakgomo	Elias Motsoaledi	Makhudu thamaga	Marble Hall	Tubatse
Unemployment	1	3	2	1	13	1
HIV/AIDS	2	7	9	5	6	2
Crime	3	1	5	2	7	3
Access to Water	3	1	3	2	2	5

Education	3	4	1	4	4	7
Housing	6	9	11	6	11	4
Health Care	7	5	3	8	9	9
Access to sanitation	8	6	5	11	4	7
Corruption	9	12	10	10	9	5
Small Business	10	13	12	7	12	10
Public Transport	11	11	7	12	3	11
Access to electricity	12	10	13	9	1	13
Access to Refuse collection	13	7	7	13	7	12

4. LIST OF PROJECTS

The above objectives and strategies have translated into projects that have both timeframes and budgets. Hereunder follows District Sector Departments and State Owned Enterprises' Projects:

4.1 District Municipality Projects

Department: Planning and Economic Development

Core Functions

- ❖ **Local Economic Development**
- ❖ **Integrated Development Planning**
- ❖ **Spatial Planning**
- ❖ **Land Use Management**
- ❖ **Provision of development direction for the District**

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2009/10	2010/11	2011/12
			Shared Services Centre		GSDM	R-	R 497,000	R527 000	R559 000
	Spatial Information dissemination service	To provide for an efficient and effective spatial information service	GIS development and initial roll-out		GSDM	R-	R 1 600 000	R 1 460 000	R1 226 000
Municipal Transformational Development	Integrated Development Planning	To provide a coordinated system of intergovernmental planning and alignment	2009/10 IDP/Budget review for the district		GSDM	R-	R500 000	R 350 000	R 400 000
	Spatial Planning		Removal of Spatial Obstacles in Tubatse		GSDM	R-	R 221 600	R 235 000	R 249 100
LED	SMME Development	To create a conducive environment for growth and sustainable development of SMME	Facilitation of training, mentoring access to markets, product development and financing.	Draft SMME strategy in place Supporting the SMMEs in agro processing, as well as providing business referrals to	GSDM, SEDA & LIPSA	R-	R 1,000,000	R 1 500 000	R2 000 000

				the relevant agencies					
	Mining		Mining Beneficiation		GSDM	R-	R-	R 587 000	R 622 000
	Flagship Projects		Flagship Projects		GSDM	R-	R-	R 587 000	R 622 000
	Farmers Support		Horticulture development Meat cluster development	Draft Competitive action plan for Horticulture Draft Competitive action plan for Meat Cluster developed.	GSDM,	R-	R3 000 000	R 3 180 000	R 3 370 800
			Agricultural Processing Center		GSDM,	R-	R 1 089 000	R 2 095 000	R 2 267 700
			Fresh Produce Market		GSDM,	R-	R 500 000	R-	R-
					GSDM	R-	R 1 000 000	R-	R-

	Tjate Heritage Site Development	To facilitate the development of tourism destinations	Implementation of the Master Plan	Master Plan in place					
	De Hoop Dam Tourism Development	To facilitate the development of tourism opportunities	Comprehensive master plan	Stakeholders Consultation forum in place. Working committee established	GSDM	R-	R 1,000 ,000	R-	R-
	Manche Masemola Tourism Cluster	To facilitate the development of tourism destinations	Implementation of master plan proposals	Appointing the service provider to facilitate compilation of master plan	GSDM	R-	R 650, 000	R -	R-
	Sekhukhune Development Agency	To serve as a vehicle for high impact economic interventions	Sekhukhune Development Agency	By-Law in place	GSDM	R-	R 500, 000	R530 000	R561 800

Core Functions

- ❖ Provision of high-quality administrative support services to political and administrative structures of the municipality
- ❖ Co ordination of IGR Structures
- ❖ Provision of Registry Services
- ❖ Information Technology Support

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2009/10	2010/11	2011/12
	Registry Services	Establishment of reliable effective registry	Maintenance of document management system	Ongoing	GSDM	R-	R 300,000	R-	R-
	Secretariat services	Ensure that there is uniformity minutes taking and agenda formulation in the district	Secretariat shared services	New	GSDM	R-	R100,000	R-	R-
	Purchasing of bulk papers	Ensure that the municipality has printing papers	Purchasing of bulk papers	Ongoing	GSDM	R-	R300 000	R-	R-
	Coordination of IGR activities	To ensure alignment and coordination with Local Municipalities, Provincial and National spheres of government	IGR Activities	Ongoing	GSDM	R-	R 125,000	R-	R-
	Legal Matters	To provide for a sound and satisfactory legal services to Council and Legal support to LMs.	Provision of legal services and legal expertise.	Ongoing	GSDM	R-	R 3,000,000	R-	R-
	IT Disaster Recovery Strategy	Ensure that essential services are recovered in 96	Redesign and ¹⁵² ratify plan to enable fast	Ongoing	GSDM	R-	R500 000	R-	R-

		hours from disaster to enable continued service delivery by Sekhukhune	recovery in a disaster						
	Software Licensing	Compliance to audit requirements	Legalize Sekhukhune software in terms of law	In hand	GSDM	R-	R 500,000	R-	R-
	IT Consumables	Simplify on logistics of procurement and minimize storage and administration	Seek to standardize and limit diversity of equipment such as printers to enable less complexity of consumables and stock levels	ongoing	GSDM	R-	R 300,000	R-	R-
	Network Upgrade	Nullify inter-building voice calls through third party infrastructure. Save on telephone costs	Voice Over IP data and voice convergence on IT Network	In hand	GSDM	R-	R 1,000,000	R-	R-
	Backup Electrical Power	Alleviate down time of systems thus improving productivity and curbing data loss due to data	Motor Generator sets and UPS' for effective controlled shutdown as well as running of	In process of getting suitable suppliers and designs	GSDM	R-	R 800,000	R-	R-

		corruption	critical services						
	Network Cabling and Maintenance	Ensure availability of networking infrastructure to minimize down time thus increasing productivity	Update wired infrastructure to cope with office moving and increase in workforce	In hand		R-	R 100,000	R-	R-
	Server Rooms ratification	Audit compliance of IT infrastructure	Upgrade rooms to government standards	In process of getting viable solutions		R-	R 300,000	R-	R-
	Website Maintenance	Improve inter-communication both within Sekhukhune and externally	Purchase web server hardware for both intranet and extranet servers	Procurement stage		R-	R 60,000	R-	R-
			Implementation of knowledge management strategy			R-	R 300 000	R 318 000	R 337 080
	Server Operating Systems	Staying abreast with new technology and thus having the benefit of emerging	New generation Microsoft server operating systems	Awaiting software normalization period and		R-	R 180,000	R-	R-

		technologies		standardization by suppliers					
			Unemployed database				R 100 000	R 106 000	R112 360

Core Functions

- ❖ **Performance Management System,**
- ❖ **Customer Care and Municipal Support**
- ❖ **Reporting, Monitoring and Evaluation**

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2009/10	2010/11	2011/12
Transformation	Performance Management system	To ensure proper planning, monitoring and review of organizational and individual performance	Institutional Performance Review	Ongoing	GSDM	R-	R 800,000	R400 000	R 400 000

			Executive Mayor's Excellence Awards		GSDM	R-	R 300,000	R 350 000
	Statutory Reporting	To ensure compliance to statutory reporting requirements.	Annual reports		GSDM	R-	R 200,000	R 250 000
	Municipal Support	To provide support to all internal departments including Local Municipalities.	Support Programmes		GSDM	R-	R 500,000	R 530 000
		Institutionalize, Customize, Promote and implement Batho Pele principles	Customer care		GSDM	R-	R 500,000	R530 000
								R600 000

Core Functions

- ❖ Environmental Health Services
- ❖ Fire Fighting and Disaster Management
- ❖ Sport, Arts and Culture
- ❖ Social Development Programmes
- ❖ Safety and Security Programmes

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2009/10	2010/11	2011/12
Basic Service Delivery and Infrastructure Development	Noise and Air Pollution Control (AQMP)	To monitor and control air quality within the district	Noise and Air Pollution Control (AQMP)	Ongoing	GSDM	R-	R 500,000	R 587 000	R650 500
	Chemical Safety Management	To monitor and evaluate chemical management and control.	Chemical Safety Management	Ongoing	GSDM	R-	R 62,000	R 73 500	R 85 000
	Food Safety and Control	To monitor and investigate food safety activities	Food Safety and Control	Ongoing	GSDM	R-	R 40,000	R 50 000	R 60 000
	Environmental Management, Awareness and Education	To provide for the safety and healthy sustainability of the environment	Environmental Management, Awareness and Education	Ongoing	GSDM	R-	R 100,000	R 150 000	R 150 000
	Integrated Waste Management	To maintain cleaner, safe and sustainable environment	Integrated Waste Management	Ongoing	GSDM	R-	R 1,000,000	R 2 000 000	R4 000 000

		To maintain	Talafatsa	Ongoing	GSDM	R-	R 13 500	R 14 500	R 16 000
		production of the necessary species of trees for the District	Sekhukhune						
	MHS Equipments	To make sure that this mandatory function is effectively implemented.	MHS Equipments	Ongoing	GSDM	R-	R 1,500,000	R-	R-
			Training Materials and Capacity Building			R-	R 27 700	R 29 500	R 33 000
			Section 78 MHS			R-	R 27 700	R 29 500	R 33 000
	Cemeteries and Crematoria	To make sure that the environment is protected, safe and sustainable	Cemeteries and Crematoria	Ongoing	GSDM	R-	R 500,000	R 500 000	R 500 000
	Development of Municipal By-laws	To make sure that all the necessary by-laws are developed	Development of Municipal By-laws	Ongoing	GSDM	R-	R 200,000	R-	R-

	To have facility rented for staff to play games when needed	To rent facility for staff to play games	To rent facility when playing games	Ongoing	GSDM	R-	R 44,000	R 47 000	R 50 000
	Sports Advancement and Promotion	Increase mass participation in road running exercise	Organise 5km and 21km Executive Mayor' marathon	Ongoing	GSDM	R-	R 1 200,000	R 550 000	R 600 000
	Have Arts and Culture promoted in the district	To increase awareness in art and culture matters	Promotes Arts and Culture within the district	Ongoing	GSDM	R-	R300 000	R 400 000	R 500 000
	Arrange four Arrive Alive campaigns in the District.	Promote Road safety	Arrange four Arrive Alive campaigns in the District.	Preparatory meetings held Arrive Alive campaigns held.	GSDM	R-	R 500,000	R 587 000	R 622 000
	Provide with disaster relief materials	Restore original status of the victims.	Provide with disaster relief materials	Relief materials provided to victims.	GSDM	R-	R 400,000	R 424 000	R450 000

	Procure equipments and chemicals.	Provide Fire fighting equipments, chemicals and agents for all fire stations.	Procure equipments and chemicals.	Fire fighting equipments procured.	GSDM	R-	R 3,000 ,000	R-	R-
	-Purchase of emergency vehicles.	-Protect life and property	-Purchase of emergency vehicles.	Emergency vehicles purchased.	GSDM	R-	R 5,000,000	R-	R-
	Conduct Awareness campaigns	-To educate communities and schools about disaster management	Conduct Awareness campaigns	Campaigns conducted in schools and communities.	GSDM	R -	R 300,000	R 318 000	R 337 080

DEPARTMENT: COMMUNICATIONS

Core Functions

- ❖ Communications
- ❖ Executive Mayor Community Outreach

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2009/10	2010/11	2011/12
	Publication	-To ensure improved communication with the external stakeholders on specific programmes	Production of External Newsletter	On-going	GSDM	R-	R 2,300,000	R 2 466 000	R 2 614 000
	Publicity	To ensure effective and efficient communication mediums with all stakeholders	Publicity	On-going	GSDM	R-	R 500,000	R 530 000	R 600 000
	Support Community Media	To create a mutual relationship with the media houses through effective and efficient buying and support	Support Community Media	On-going	GSDM	R-	R 150,000	R 188 000	R199 000
	Community Outreach Programmes/	To ensure a structured community outreach by	Community Outreach Programmes /	On-going	GSDM	R-	R1 ,000,000	R1 200 000	R1 244 000

	Izimbizo	Mayoral Committee	Izimbizo						
	Heritage Celebrations	To stage and support all declared heritage celebrations	Heritage Celebrations	On-going	GSDM	R-	R 1,500,000	R 1 590 000	R 1 685 400
	IGR	To fully implement the Intergovernmental Relations Protocol Framework	IGR	On-going	GSDM	R-	R 55 400	R 59 000	R 63 000
	SODA	State of the District Address is delivered to residents of Sekhukhune.	SODA	On-going	GSDM	R-	R 200,000	R 221 000	R 250 000
	Reception Services & Civic Courtesy	To successfully host / receive distinguished Mayoral guests and dignitaries. To successfully host guests	Reception Services & Civic Courtesy	New	GSDM	R-	R 200,000	R212 000	R225 000
			Event Management Strategy		GSDM		R 200 000	R-	R-
	Media Relations	To strengthen relation with media community and	Media Relations	On-going	GSDM	R-	R 200,000	R235 000	R249 000

		host media networking sessions during high impact activities in the communication cycle							
	Marketing	To promote and market economic potential of the district	Marketing	On-going	GSDM	R-	R 500,000	R 587 500	R 663 000
	International Relations	To promote effective relations with organs of state in other countries	International Relations	On-going	GSDM	R-	R 1,000,000	R 1 060 000	R 697 000

Core Functions

- ❖ Long term Financial Planning
- ❖ Financial Management of the District
- ❖ Preparation of Realistic and Strategic Budgets
- ❖ Ensure Sustainable Revenue Collections and Expenditure Controls
- ❖ Asset Management

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2009/10	2010/11	2011/12
Financial Viability	Asset Management	To ensure proper management and accounting of GSDM'S Asset in terms of statutory reporting and other requirements and enhancing the life span of the assets	Sourcing of Technical supports			R-	R 1 000 000	R 600 000	R 500 000
	Support to other Departments and Local Municipalities	To ensure sound inter-governmental financial management and viability	Support to each department to develop its own financial management and local municipalities to comply with legislative framework	Two municipalities to convert to GRAP/GAMAP, assist municipalities with financial systems		R-	R1 ,000,000	R 1 000 000	R 500 000
	Compliance with Statutory Provisions of MFMA	To lodge necessary returns in a timely manner .Accurate and reliable Data provided in	Preparation of Annual Financial statements- 2009/10	Annual Financial Statements be prepared		R -	R 300 000	R 100 000	R-

		efficient manner. Compliance with DORA		and submitted to Auditor General by 31 August 2009				
	National treasury Financial internship	To capacitate young graduates in municipal finance management	Train 4 qualified persons for future higher level positions in Local government	Number of interns capacitated	R-	R 940,000	R-	R-

Core Functions

- ❖ Provisioning and Maintenance of water and sanitation
- ❖ Provisioning and Maintenance of Energy
- ❖ Provisioning and Maintenance of Roads, Storm water and transport
- ❖ Social facilitation of capital projects
- ❖ Project Management

Municipality	PROJECT	CATEGORY	STATUS	TOTAL BUDGET	2009/10	2010/11	2011/12
EMLM							
EMLM	Groblerdal Bulk Supply (WTW to main Reservoir)	Water	Ongoing	4,000,000.00	4,000,000.00	-	-
EMLM	Groblerdal Lukau BWS (Ph.4)	Water	Ongoing	6,000,000.00	6,000,000.00	-	-
EMLM	Groblerdal Water Network Refurbishment	Water	New	10,000,000.00	-	5,000,000.00	5,000,000.00
EMLM	Roosenekal Water Network Refurbishment	Water	New	-	-	-	-
EMLM	Roosenekal WTW Upgrade (double)	Water	New	-	-	-	-
EMLM	Roosenekal WWTW Upgrade	Water	New	-	-	-	-
EMLM	Sterkfontein Luckau (Ph.6)	Water	Ongoing	6,000,000.00	6,000,000.00	-	-
EMLM	Tafelkop Retail & cost recovery	Water	New	10,000,000.00	-	5,000,000.00	5,000,000.00
EMLM	Upgrade Mahlangu RWTW	Water	New	-	-	-	-
EMLM	Groblerdal Lukau BWS (Ph.2)	Water	Ongoing	8,000,000.00	8,000,000.00	-	-
EMLM	Groblerdal Lukau BWS (Ph.3)	Water	Ongoing	3,000,000.00	3,000,000.00	-	-
EMLM	Luckau D	Water	Ongoing	1,000,000.00	1,000,000.00	-	-
EMLM	Luckau G	Water	Ongoing	3,000,000.00	3,000,000.00	-	-
EMLM	Magakadimeng water supply	Water	Ongoing	1,264,000.00	1,264,000.00	-	-
				32,264,000.00	10,000,000.00	10,000,000.00	

FLM	Atok Villages (Mines to Fund)	Water	New	-	-	-	-
FLM	Ga-Maesela	Water	New	664,950.00	-	-	664,950.00
FLM	Ga-Manotwane WS	Water	New	-	-	-	-
FLM	Ga-Matlala	Water	New	327,050.00	-	-	327,050.00
FLM	Ga-Mokgotho / Monametsi	Water	New	-	-	-	-
FLM	Ga-Motsotsi/Ga-Manotwane	Water	New	-	-	-	-
FLM	Ga-Selepe	Water	New	-	-	-	-
FLM	Ga-Selepe WS	Water	New	-	-	-	-
FLM	Ga-Seroka	Water	New	664,950.00	-	-	664,950.00
FLM	Lekgwareng	Water	New	4,400,000.00	-	-	4,400,000.00
FLM	Mahlabeng	Water	New	-	-	-	-
FLM	Mahlabeng WS	Water	New	429,350.00	-	-	429,350.00
FLM	Maropeng	Water	New	-	-	-	-
FLM	Mmabulela	Water	New	7,410,000.00	-	7,410,000.00	-
FLM	Mmasikwe	Water	New	-	-	-	-
FLM	Mogabane	Water	New	-	-	-	-
FLM	Mogobane WS	Water	New	-	-	-	-
FLM	Mooijelik	Water	New	-	-	-	-
FLM	Olifanspoort Scheme Cost Recovery	Water	New	-	-	-	-

FLM	Paschaskraal Reservoir	Water	New	-	-	-	-
FLM	Paschaskraal WS	Water	New	607,600.00	-	-	607,600.00
FLM	Petsa WS	Water	New	-	-	-	-
FLM	Potlake	Water	New	5,670,000.00	-	-	5,670,000.00
FLM	Rostok	Water	New	-	-	-	-
FLM	Shubushubu	Water	New	6,300,000.00	-	-	6,300,000.00
FLM	Tshibeng (Tjibeng)	Water	New	-	-	-	-
FLM	Tshibeng (Tjibeng) Water Supply	Water	New	-	-	-	-
FLM	Zwartkoppies Command Reservoir	Water	New	13,610,000.00	-	-	13,610,000.00
FLM	Ga-Selepe WS	Water	Ongoing	-	-	-	-
FLM	OLIFANTSPOORT phase 6 BWS	Water	Ongoing	15,400,000.00	15,400,000.00	-	-
FLM	Ratau water supply	Water	Ongoing	5,000,000.00	5,000,000.00	-	-
FLM	Senthane Water Supply	Water	Ongoing	2,940,000.00	2,940,000.00	-	-
					23,340,000.00	7,410,000.00	32,673,900.00
MLM	Nebo Plateau bulk water supply (Upgrade Piet Gouws RWTW))	Water	Design	-	-	-	-
MLM	De Hoop WTW (Ga-Malekane)	Water	New	-	-	-	-
MLM	De-Hoop WTW (Ph 1.B) Steel bridge	Water	New	45,000,000.00	5,000,000.00	20,000,000.00	20,000,000.00
MLM	Dihlabeng	Water	New	-	-	-	-

MLM	Disesane	Water	New	-	-	-	-
MLM	Ga-Magolego	Water	New	-	-	-	-
MLM	Ga-Mokadi	Water	New	-	-	-	-
MLM	Ga-Ratau (Matekane)	Water	New	-	-	-	-
MLM	Goodhope	Water	New	-	-	-	-
MLM	Hoepakrantz	Water	New	-	-	-	-
MLM	Hwafeng	Water	New	-	-	-	-
MLM	Jane Furse 10 ML Command Res (Ph. 1C)	Water	New	16,000,000.00	-	2,000,000.00	14,000,000.00
MLM	Jane Furse 10 ML Command Res (Ph. 5)	Water	New	-	-	-	-
MLM	Ka-Mabule	Water	New	-	-	-	-
MLM	Kanaan A	Water	New	-	-	-	-
MLM	Kgaruthuthu	Water	New	-	-	-	-
MLM	Klip	Water	New	-	-	-	-
MLM	Mabintwane	Water	New	-	-	-	-
MLM	Mangoanyane	Water	New	-	-	-	-
MLM	Maololo	Water	New	-	-	-	-
MLM	Marishane WTW (Referbishments Project)	Water	New	-	-	-	-
MLM	Masite	Water	New	-	-	-	-
MLM	Mmatsekele	Water	New	-	-	-	-

MLM	Mohloding	Water	New	-	-	-	-
MLM	Molapong	Water	New	-	-	-	-
MLM	Nkadimeng Scheme Cost Recovery	Water	New	-	-	-	-
MLM	Refurbishment of Vergeleegen WTW	Water	New	-	-	-	-
MLM	Sebitsane	Water	New	2,000,000.00	-	1,000,000.00	1,000,000.00
MLM	Sekele	Water	New	-	-	-	-
MLM	Sekwati Water Retic	Water	Ongoing	2,600,000.00			
MLM	Sopeyana	Water	New	-	-	-	-
MLM	Thabeng	Water	New	-	-	-	-
MLM	Tsopaneng	Water	New	-	-	-	-
MLM	Upgrade of Masemola WTW (Referbishment project)	Water	New	-	-	-	-
MLM	Zoetvelden	Water	New	-	-	-	-
MLM	Phokwane Water Supply and cost recovery	Water	new	-	-	-	-
MLM	Carbontites to Zaaiplaas (Ph.4)	Water	Ongoing	5,600,000.00	5,600,000.00	-	-
MLM	Ga_Malaka reticulation	Water	Ongoing	601,000.00	601,000.00	-	-
MLM	GaMalaka Water Supply	Water	Ongoing	4,000,000.00	4,000,000.00	-	-
MLM	Ga-Maloa	Water	Ongoing	26,000.00	26,000.00	-	-
MLM	Geluks Location A	Water	Ongoing	247,000.00	247,000.00	-	-
MLM	Jane Furse Marulaneng (Schoonoord-Marulaneng)	Water	Ongoing	4,000,000.00	4,000,000.00	-	-

MLM	Jane Furse Water Supply & Cost Recovery	Water	Ongoing	5,500,000.00	1,000,000.00	4,500,000.00	-
MLM	Mathapisa-Marishane (feasibility study to include Marishane under FBS)	Water	Ongoing	1,500,000.00	1,500,000.00	-	-
MLM	Matlakatle C	Water	Ongoing	198,000.00	198,000.00	-	-
MLM	Nebo Plateau Bulk Water Supply Jane Furse-Lobethal	Water	Ongoing	3,000,000.00	3,000,000.00	-	-
MLM	Nkadimeng Regional Water Scheme	Water	Ongoing	15,500,000.00	10,000,000.00	5,500,000.00	-
MLM	Sekwati Water Retic	Water	Ongoing	3,395,000.00	3,395,000.00	-	-
MLM	Steelpoort to Jane Furse (Ph1A)	Water	Ongoing	54,000,000.00	54,000,000.00	-	-
					92,567,000.00	33,000,000.00	35,000,000.00
GMHM	Cost Recovery (WDM Project) Flag-Boshelo Scheme	Water	New	5,000,000.00	-	5,000,000.00	-
GMHM	Flag - Marble Hall BWS	Water	New	-	-	-	-
GMHM	Flag Boshelo Upgrades (2x Modules = 4MI WTW)	Water	New	6,000,000.00	-	6,000,000.00	-
GMHM	Greenside	Water	New	-	-	-	-
GMHM	Makhutso	Water	New	1,000,000.00	-	-	1,000,000.00
GMHM	Marble Hall Storage @WTW Refurbishment	Water	New	-	-	-	-
GMHM	Motseleope	Water	New	-	-	-	-
GMHM	Moutse BW reticulation and Cost Recovery	Water	New	53,000,000.00	3,000,000.00	20,000,000.00	30,000,000.00
GMHM	Puleng A&B Water Reticulation	Water	new	-	-	-	-
GMHM	Elandskraal	Water	Ongoing	4,441,000.00	4,441,000.00	-	-

GMHM	Leeufontein reticulation refurbishment	Water	Ongoing	1,819,000.00	1,819,000.00	-	-
GMHM	Makgatle Water Reticulation and Mamphokgo Water Reticulation	Water	Ongoing	700,000.00	700,000.00	-	-
GMHM	Marble Hall Water Reticulation Rehabilitation	Water	Ongoing	10,500,000.00	4,500,000.00	6,000,000.00	-
GMHM	Upgrade Of Marble Hall WTW PHASE	Water	NEW	2,500,000.00	2,500,000.00	-	-
				84,960,000.00	16,960,000.00	37,000,000.00	31,000,000.00
GTM	Batau	Water	new	-	-	-	-
GTM	Bothashoek Turn -off to Praktiseer (Ph3)	Water	New	-	-	-	-
GTM	Burgerfort Int Bulk (Ph4 & 5)	Water	New	31,163,000.00	-	-	31,163,000.00
GTM	Ga-Kobe	Water	new	124,000.00	-	-	124,000.00
GTM	Leolo	Water	new	216,000.00	-	-	216,000.00
GTM	Magolego	Water	new	252,000.00	-	-	252,000.00
GTM	Makotaseng	Water	New	-	-	-	-
GTM	Mohlake	Water	new	-	-	-	-
GTM	Mokobola Water Supply	Water	New	-	-	-	-
GTM	Mooihoek Village Int Bulk (Ph.4)	Water	New	10,000,000.00	-	-	10,000,000.00
GTM	Mooihoek/Tubatse Bulk Water Supply (Ph.2)	Water	New	30,000,000.00	30,000,000.00	-	-
GTM	Nkosi	Water	new	161,200.00	-	-	161,200.00
GTM	Tokakgomo A	Water	new	7,824,100.00	-	-	7,824,100.00

GTM	Tokakgom Ext	Water	new	1,734,000.00	-	-	1,734,000.00
GTM	Lebalelo community (Tubatse ward 10) bulk water supply for southern zone	Water	Ongoing	12,000,000.00	12,000,000.00	-	-
GTM	Mabotsha	Water	Ongoing	3,171,000.00	3,171,000.00	-	-
GTM	Morgenzon	Water	Ongoing	537,000.00	537,000.00	-	-
GTM	Moroke Water Supply	Water	Ongoing	2,000,000.00	2,000,000.00	-	-
GTM	Motlailane	Water	Ongoing	415,000.00	415,000.00	-	-
GTM	Motshana	Water	Ongoing	1,809,000.00	1,809,000.00	-	-
GTM	Steelpoort WTW	Water	Ongoing	35,000,000.00	35,000,000.00	-	-
				136,406,300.00	84,932,000.00	-	51,474,300.00
		TOTAL FOR WATER		497,621,200.00	250,063,000.00	87,410,000.00	160,148,200.00
EMLM	Dindela	Sanitation	new	3,000,000.00	-	3,000,000.00	-
EMLM	Groblerdal Outfall Sewer & Pump Station	Sanitation	New	-	-	-	-
EMLM	Luckau	Sanitation	new	5,500,000.00	3,500,000.00	2,000,000.00	-
EMLM	Mathula	Sanitation	new	3,000,000.00	-	-	3,000,000.00
EMLM	Mogaung	Sanitation	new	3,000,000.00	-	-	3,000,000.00

EMLM	Motsephiri	Sanitation	new	2,500,000.00	-	2,500,000.00	-
EMLM	Nkosini	Sanitation	new	1,500,000.00	-	1,500,000.00	-
EMLM	Phucukane/Ngolovane	Sanitation	new	7,500,000.00	-	7,500,000.00	-
EMLM	Roosenekal WWTW upgrade (double)	Sanitation	New	9,000,000.00	-	5,000,000.00	4,000,000.00
EMLM	Sephaku	Sanitation	new	3,000,000.00	-	-	3,000,000.00
EMLM	Tafelkop	Sanitation	new	2,000,000.00	-	2,000,000.00	-
EMLM	Cluster sanitation	Sanitation	Ongoing	16,532,000.00	16,532,000.00	-	-
EMLM	Jerusalem Sanitation(see cluster)	Sanitation	Ongoing	-	-	-	-
EMLM	Sephaku VIP(see cluster)	Sanitation	Ongoing	-	-	-	-
EMLM	Stompo VIP(see cluster)	Sanitation	Ongoing	-	-	-	-
				56,532,000.00	20,032,000.00	23,500,000.00	13,000,000.00
FLM	Apel Sewer	Sanitation	New	20,000,000.00	5,000,000.00	8,000,000.00	7,000,000.00
FLM	Ga-Manotwane	Sanitation	New	3,500,000.00	-	3,500,000.00	-
FLM	Ga-Phasha	Sanitation	New	1,500,000.00	-	1,500,000.00	-
FLM	Ga-Nkoan	Sanitation	New	1,500,000.00	-	1,500,000.00	-
FLM	Mogabane	Sanitation	New	-	-	-	-
FLM	Moropeng	Sanitation	New	1,500,000.00	-	1,500,000.00	-
FLM	Mphanama	Sanitation	New	2,000,000.00	-	2,000,000.00	-

FLM	Ga Selepe Village Sanitation	Sanitation	Ongoing	3,500,000.00	3,500,000.00	-	-
FLM	Ga-Nchabeleng Sanitation	Sanitation	Ongoing	10,000,000.00	10,000,000.00	-	-
FLM	Ga-Nkoana Sanitation	Sanitation	Ongoing	3,500,000.00	3,500,000.00	-	-
				47,000,000.00	22,000,000.00	18,000,000.00	7,000,000.00
MLM	Jane Furse Bulk Sewer Master Plan	Sanitation	New	4,000,000.00	-	4,000,000.00	-
MLM	Dinotsi	Sanitation	New	1,500,000.00	-	1,500,000.00	-
MLM	Diphagane	Sanitation	New	2,000,000.00	-	2,000,000.00	-
MLM	Ga-Marisahne	Sanitation	New	2,000,000.00	-	2,000,000.00	-
MLM	Ga-Masemola	Sanitation	New	2,000,000.00	-	2,000,000.00	-
MLM	Ga-Mogashwa	Sanitation	New	-	-	-	-
MLM	Ga-Phahla	Sanitation	New	2,000,000.00	-	2,000,000.00	-
MLM	Jane Furse Sewer Ponds (Refurbishment Project)	Sanitation	New	-	-	-	-
MLM	Jane Furse, RDP Sewer Reticulation Rehabilitation (Need Assesment Study)	Sanitation	New	4,000,000.00	4,000,000.00	-	-
MLM	Manganeng	Sanitation	New	1,000,000.00	-	1,000,000.00	-
MLM	Mohwelere	Sanitation	New	2,000,000.00	-	2,000,000.00	-
MLM	Molebeledi	Sanitation	New	1,500,000.00	-	1,500,000.00	-
MLM	Ramphelane	Sanitation	New	1,500,000.00	-	1,500,000.00	-

MLM	Senkgapudi	Sanitation	New	2,000,000.00	-	2,000,000.00	-
MLM	Tsatane	Sanitation	New	-	-	-	-
MLM	Jane Furse septic Tank SAPS/reticulation	Sanitation	New	2,000,000.00	2,000,000.00	-	-
MLM	Jane Furse	Sanitation	Ongoing	3,500,000.00	2,000,000.00	1,500,000.00	-
MLM	Jane Furse Sanitation	Sanitation	Ongoing	7,300,000.00	7,300,000.00	-	-
MLM	Vlakplaas sanitation	Sanitation	Ongoing	3,200,000.00	3,200,000.00	-	-
				41,500,000.00	18,500,000.00	23,000,000.00	-
GMHM	Marble Hall Outfall sewer	Sanitation	New	3,500,000.00	3,500,000.00		
GMHM	Greater Marble Hall Sewer Masterplan	Sanitation	New	-	-	-	-
GMHM	Marble Hall WWTW Refurbishment	Sanitation	New	-	-	-	-
GMHM	Mmotwaneng	Sanitation	New	-	-	-	-
GMHM	Mogalatsane	Sanitation	New	2,000,000.00	-	2,000,000.00	-
GMHM	Mohlalaotwane	Sanitation	New	-	-	-	-
GMHM	Moomane South	Sanitation	New	1,500,000.00	-	1,500,000.00	-
GMHM	Selubanemg	Sanitation	New	1,000,000.00	-	-	1,000,000.00
GMHM	Tsimanyane	Sanitation	New	1,500,000.00	-	1,500,000.00	-
GMHM	Mooihoek	Sanitation	New	2,000,000.00	-	2,000,000.00	-
GMHM	Moutse (Ratoke,Matlala a Ramshebo & Uitvlugte)	Sanitation	New	5,000,000.00	5,000,000.00	-	-

GMHM	Moganyaka - WWTW	Sanitation	Ongoing	4,500,000.00	4,500,000.00	-	-
GMHM	Moganyaka Outfall Sewer	Sanitation	Ongoing	2,500,000.00	2,500,000.00	-	-
				23,500,000.00	15,500,000.00	7,000,000.00	1,000,000.00
GTM	Alverton	Sanitation	New	4,000,000.00	2,000,000.00	2,000,000.00	-
GTM	Batau (Mashamothane)	Sanitation	New	3,500,000.00	2,000,000.00	1,500,000.00	-
GTM	Dithabaneng	Sanitation	New	3,500,000.00	2,000,000.00	1,500,000.00	-
GTM	Ga-Manoke	Sanitation	New	4,000,000.00	2,000,000.00	2,000,000.00	-
GTM	Ga-Motodi	Sanitation	New	3,500,000.00	2,000,000.00	1,500,000.00	-
GTM	Mahlashi	Sanitation	New	3,500,000.00	2,000,000.00	-	1,500,000.00
GTM	Makotaseng	Sanitation	New	4,000,000.00	2,000,000.00	2,000,000.00	-
GTM	Matokomane	Sanitation	New	3,000,000.00	2,000,000.00	1,000,000.00	-
GTM	Phasha / Mampuru	Sanitation	New	3,500,000.00	2,000,000.00	1,500,000.00	-
GTM	Steelpoort WWTW 2MI	Sanitation	New	2,500,000.00	2,500,000.00	-	-
GTM	Burgersford WWTW 7ML (New Plant)	Sanitation	Ongoing	30,000,000.00	-	10,000,000.00	20,000,000.00
				65,000,000.00	20,500,000.00	23,000,000.00	21,500,000.00
		TOTAL FOR SANITATION		233,532,000.00	96,532,000.00	94,500,000.00	42,500,000.00

EMLM	Marapong Lesehleng Access Road	Roads	Ongoing	10,000,000.00	10,000,000.00	-	-
EMLM	Elandsdoring Streets	Roads	Ongoing	3,000,000.00	3,000,000.00	-	-
EMLM	Mmotwaneng Blydeplaas Road	Roads	Ongoing	7,000,000.00	7,000,000.00	-	-
EMLM	Mohlammé Access Road	Roads	Ongoing	16,000,000.00	8,000,000.00	8,000,000.00	-
EMLM	Ngolovane Streets	Roads	Ongoing	2,000,000.00	2,000,000.00	-	-
EMLM	Thambo Streets	Roads	Ongoing	4,000,000.00	4,000,000.00	-	-
				42,000,000.00	34,000,000.00	8,000,000.00	-
FLM	Mohlaletsi Internal Roads	Roads	New	25,000,000.00	-	10,000,000.00	15,000,000.00
FLM	Road D4130 (Seokodibeng, Dithabaneng Ext, Tsidintsi)	Roads	New	30,000,000.00	-	10,000,000.00	20,000,000.00
FLM	Road D4208- Lerajane to Tswereng	Roads	Ongoing	25,000,000.00	10,000,000.00	15,000,000.00	-
FLM	Road D5013 (Ramallane,Ledingwe, Ga-Pasha,Ga-Mampa)	Roads	New	10,000,000.00	-	5,000,000.00	5,000,000.00
FLM	Nchabeleng Bridge	Roads	New	5,000,000.00	5,000,000.00		
FLM	Pelengwe-GaMaisela	Roads	Ongoing	30,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00
FLM	PhaahlaManoge Bridge	Roads	Ongoing	7,000,000.00	7,000,000.00	-	-

				132,000,000.00	32,000,000.00	50,000,000.00	50,000,000.00
MLM	Marishane Access Road	Roads	Ongoing	5,000,000.00	5,000,000.00	-	-
MLM	Road D4335 (Mabintwane, Greenside and Phokwane)	Roads	New		-		
MLM	Leolo Mountain Roads	Roads	New	5,000,000.00	-	5,000,000.00	-
MLM	Mokwete-Rietfontein-Vleeschboom	Roads	New	18,000,000.00	-	8,000,000.00	10,000,000.00
MLM	Sekwati Mamone Road	Roads	Ongoing	15,000,000.00	15,000,000.00	-	-
				43,000,000.00	20,000,000.00	13,000,000.00	10,000,000.00
GMHM	Road D2664 to Matlelerekeng to Rathoke	Roads	Ongoing	28,000,000.00	8,000,000.00	10,000,000.00	10,000,000.00
GMHM	Driefontein / Malebitsa Road	Roads	New	10,000,000.00	-	10,000,000.00	-
GMHM	Elandskraal Internal Roads	Roads	Ongoing	4,000,000.00	4,000,000.00	-	-
GMHM	Metsana to Tshikanosi Road	Roads	New	10,000,000.00	-	10,000,000.00	-
GMHM	Tshikanosi/Spitpunt to Malebitsa Road	Roads	New	61,753,000.00	-	16,753,000.00	45,000,000.00
				113,753,000.00	12,000,000.00	46,753,000.00	55,000,000.00

GTM	Tsate access road	Roads	New		6,000,000.00		
GTM	Ngwaabe Access Road (Road D4240)	Roads	Ongoing	40,000,000.00	20,000,000.00	10,000,000.00	10,000,000.00
GTM	Road D4150 (Ga-Motodi Access Road)	Roads	New	12,500,000.00	-	7,500,000.00	5,000,000.00
GTM	Ga-oria to Tsate	Roads	New		12,000,000.00		
					38,000,000.00	17,500,000.00	15,000,000.00
		TOTAL FOR ROADS		401,253,000.0 0	136,000,000.0 0	135,253,000.0 0	130,000,000.0 0
MLM	Electrification of Maseshegoane, Marishane-Makgophong, Lebesane (Gardens), Manganeng, Matshollela Ext, Phaahla Post connections, Greenside, Leshoka, Meerlust, Riverside A and B villages	Electricity	Ongoing	-	-	-	-
MLM	Electrification of Mashonyaneng, Mamatsekele, Leeukraal, Matlakale, Matoseng, Chirela, Magakadimeng and villages	Electricity	Ongoing	-	-	-	-
MLM	Electrification of Shopanye (Dlamini), Dihlabaneng, Manganeng/Kgolane/Ramphelane & Marulaneng Post Connections	Electricity	Ongoing	-	-	-	-
MLM	Electrification of Uitkyk & Mochadi, & Moripane villages	Electricity	Ongoing	-	-	-	-
				-	-	-	-
				-			
				-			

GMHM	Relocation of Electricity Grid Line in Marble Hall Town	Electricity	New	2,000,000.00	2,000,000.00	-	-
				2,000,000.00	2,000,000.00	-	-
GTM	Magakala Electrification	Electricity	New		5,000,000.00		
					5,000,000.00	-	-
		TOTAL FOR ELECTRICITY			7,000,000.00	-	-
GMLM	Tshimanyane Taxi Rank	Public Facilities	Ongoing	2,000,000.00	2,000,000.00	-	-
Public Facilities Infrastructure	Dilokong Hospital Taxi Rank	Public Facilities	New	3,500,000.00	-	3,500,000.00	-
Public Facilities Infrastructure	Ga-Nchabeleng Hospital Taxi Rank	Public Facilities	New	3,500,000.00	-	3,500,000.00	-
				9,000,000.00	2,000,000.00	7,000,000.00	-
MLM	Jane Furse Taxi Ablution	Public Facilities	Ongoing	200,000.00	200,000.00	-	-
				200,000.00	200,000.00	-	-
EMLM	Land-fill site	Public Facilities		12,000,000.00	3,000,000.00	4,000,000.00	5,000,000.00
EMLM	Hlogo-tlou Disposal Centre	Public Facilities		3,100,000.00	2,000,000.00	500,000.00	600,000.00

					5,000,000.00	4,500,000.00	5,600,000.00
		TOTAL COMMUNITY ASSETS		24,300,000.00	7,200,000.00	11,500,000.00	5,600,000.00
	TOTAL CAPITAL BUDGET	TOTAL CAPITAL BUDGET		1,156,706,200. 00	496,795,000.0 0	328,663,000.0 0	338,248,200.0 0
		TOTAL FUNDING		1,168,192,323. 50	501,281,123.5 0	328,663,000.0 0	338,248,200.0 0
		MUNICIPAL INFRASTRUCTURE GRANT		773,103,200.0 0	242,192,000.0 0	285,663,000.0 0	245,248,200.0 0
		REGIONAL BULK INFRASTRUCTURE GRANT		202,000,000.0 0	66,000,000.00	43,000,000.00	93,000,000.00
		ACCUMULATED SURPLUS		193,089,123.5 0	193,089,123.5 0	-	-
		OWN FUNDING		-	-	-	-
		SURPLUS/(DEFICIT)			(4,486,123.50)	-	-

Core Functions

- ❖ Public Participation
- ❖ Mayoral Support
- ❖ Special Programmes (Youth, Women, Aged, Children and Disabled)

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2009/10	2010/11	2011/12
Good governance	Special Programmes, Advocacy and Executive Support.	To provide support and advocacy on children rights and their welfare programmes.	Children Advocacy Programmes	ongoing	GSDM	R -	R 200,000	R212 000	R 225 000
		To provide support to the Aged Care	Aged Care	ongoing	GSDM	R -	R 300,000	R318 000	R 337 000
		To provide support to the Youth Council	Support to Youth Council	ongoing	GSDM	R -	R 500,000	R550 000	R 200 000
		To initiate projects on Women Development	Women Development Initiatives	ongoing	GSDM	R -	R 500,000	R530 000	R 561 800
		To provide support to Youth Development	Umsobomvu Youth Fund	ongoing	GSDM	R -	R 1,109,000	R1 176 00	R 1 247 00
		- To implement GSDM integrated disability strategy.	Disabled Persons Advocacy programmes.	ongoing	GSDM	R-	R 200,000	R350 000	R400 000

		To provide support and advocacy on women and gender development programmes.	Gender Advocacy Programmes.	ongoing	GSDM	R-	R 200,000	R 220 000	R250 000
		To forge a strong and sustainable civil society partnership based on social cohesion recognised cultural and religious practices and sound moral values.	Moral Regeneration Movement.	ongoing	GSDM	R-	R 200,000	R 450 000	R500 000
		To restore the heritage of the people of Sekhukhune in their diverse character, redress	Geographic Names Programmes	ongoing	GSDM	R-	R 600,000	R 200 000	R200 000

		the historical imbalances and changes denegrating to the people of Sekhukhuneland.						
		Provide support for Magoshi as custodians of traditional leadership.	Traditional Leaders Support	ongoing	GSDM	R-	R 500,000	R 400 000
		To ensure that ward Committees are fully functional	Support to Ward Committees	ongoing	GSDM	R-	R 4 ,500,000	R
		To provide awareness on HIV/AIDS awareness and advocacy.	HIV/AIDS Awareness Programmes	ongoing	GSDM	R-	R 200,000	R 212 000

Core Functions

- ❖ Human Resource Management
- ❖ Skills Development
- ❖ Occupational Health Safety

KPA	PROGRAMM E	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2009/10	2010/11	2011/12
1	Training and development	To provide Training and Skills development for employees. Training contributes towards IDP	Skills Development plan	Ongoing	GSDM	R-	R1 500,000	R 200 000	R 100 000
		Provision of study assistance to employees	Bursaries for Employees	Ongoing	GSDM	R-	R 450,000	R 150 000	R 150 000
		Provision of study assistance to communities in need	Bursaries for Communities	Ongoing	GSDM	R-	R 2,200,000	R 2 349 000	R2 490 000
		Provision of experiential learning to communities in need	Learnership/Internship & Experiential Learning Program	Ongoing	GSDM	R-	R 200,000	R 117 500	R125 000

		Provision of experiential learnership to communities in need	Experiential Learning	Ongoing	GSDM	R-	R-	R-	R-
2	Employee Wellness	To ensure Employee Wellness. Rehabilitation of employees experiencing problems	Coordinate the provision of EAP	Ongoing	GSDM	R-	R 400,000	R352 000	R373 000
3	Occupational Health & safety	effective and efficient management of hazard. Preventing and remedy hazards	Implement OHS within the workplace	Ongoing	GSDM	R-	R 300,000	R352 000	R373 000
4	Recruitment and selection process	To fill all vacant posts on the organogram.	All vacant posts must be filled .	Ongoing	GSDM	R-	R 200,000	R 117 500	R125 000
5	Systems and policy development	Ensure that all GSDM Policies are in line with the	Coordination of the policy	Ongoing	GSDM	R-	R150 000	R-	R-

	nt	National standard	development						
6	Labour Relations Publications	Collective agreements through grievance and disciplinary procedures are implemented. Local labour continues to operate	To ensure an atmosphere of labour peace in GSDM	Ongoing	GSDM	R-	R 100,000	R-	R-
7	Organisational Development	An organisational structure that is responsive to municipal mandates Improve organisational development & change management Culture survey report Work processes improved in relation to service standards	To review GSDM Structure and ensure alignment with strategy Provide Change Management Support service to GSDM projects To conduct culture / Climate survey within GSDM	Ongoing	GSDM	R-	R 200,000	R-	R-

8	Job Evaluation	To ensure standardised and evaluated job descriptions	Write job descriptions and coordinate job evaluation process	New	GSDM	R-	R 150,000	R-	R-

Core Functions

- Manage the municipality & its assets
- Manage Council & Mayor's Office

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2009/10	2010/11	2011/12
			Risk Management		GSDM		R 100 000	R106 000	R 112 000
			Audit Committee		GSDM		R 332 400	R 353 000	R 374 000
			Audit Fees Internal		GSDM		R 450 000	R 500 000	R 530 000
			Audit Fees External		GSDM		R 2 000 000	R 2 000 000	R 2 300 000
			Manager's Forum		GSDM		R 55 400	R 59 000	R 63 000
			Corporate Gift		GSDM		R 300 000	R100 000	R 100 000
			Knowledge Management		GSDM		R 700 000	R 742 000	R 786 520

4.2 SECTOR DEPARTMENTS AND STATE OWNED ENTERPRISES

4.2.1 Health and Social Development Department Projects

Infrastructure Projects for Sekhukhune

NO	Project Name	Project Description	District	Municipality	Implementing Agent	Planning& Design		MTEF Expenditure Estimates			Amount required for project	Co-ordinates	
						F/Y	Budget	2009/10	2010/11	2011/12		X	Y
New constructions (buildings & infrastructure)													
1.	Hospital staff accommodation	Hospital & HC	Sekhukhune	All	Dept. of Public Works	2008/09	8,000	15,000	10,000	10,000	35,500		
2.	HC Boshof f New Health Centre	New Health Centre	Sekhukhune	G/Tubatse	Dept. of Public Works	2008/09	18,000	16,844	-	-	55,000		
3.	Sekhukhune Central Laundr	New district laundry	Sekhukhune	Makhuduthamaga	Departmental program manage			65,000	42,334	33,000			

	Y				ment unit							231,732		
4.	Zaaipla as EMS	New EMS base station	Sekhukh une	Elias Motsoaledi	Departm ental program management unit	2008/09	600	5,900	-	-	6500			
5.	Leboe ng EMS	New EMS base station	Sekhukh une	G/Tubatse	Departm ental program management unit	2008/09	600	5,900	-	-	6500			
6.	Groble rsdal Hospital Mortu ary	New Forensic Mortuary	Sekhukh une	Elias Motsoaledi	Public Works	2008/09	3,500	800	-	-	8,800			
7.	Philad elphia EMS	New EMS base station	Sekhukh une	Elias Motsoaledi		2008/09	3,327	-	-	-	5116			

8.	Spitspunkt	Clinic upgrade	Sekhukhune	G/Marble hall	Public works	2008/09	2,800	2,000	639				
TOTAL NEW CONSTRUCTIONS					36.827				114,444	52,973	43,000	355,148	
REHABILITATION/UPGRADING													
1.	Philadelphia Hospital OPD Upgrade	Hospital revitalization	Sekhukhune	Elias Motsoaledi	Dept. Programme management unit	-	-	-	-	6,000	144,000		
2.	Elands doorn	Clinic upgrade	Sekhukhune	Elias Motsoaledi	Public works	2008/09	2,800	2,000	639		6,000		
3.	Groblersdal	Clinic upgrade	Sekhukhune	Elias Motsoaledi	Public works	2008/09	2,800	2,000	639		6,000		
4.	Dichoeung	Clinic upgrade	Sekhukhune	Makhuduthamaga	Public works	2008/09	2,800	2,000	639		6,000		
5.	Marishane	Clinic upgrade	Sekhukhune	Makhuduthamaga	Public works	2008/09	2,800	2,000	639		6,000		
6.	Mamone	Clinic upgrade	Sekhukhune	Makhuduthamaga					1,070	2,220	3,200		

						2008/09	800				7,270		
7.	J Furse hospital clinic Gateaway	Clinic upgrade	Sekhukhune	Makhuduthamaga	Dept.Programme management unit	-	-	-	-	5,000	5,000		
8.	J furse Hospital Linen Bank	J furse Hospital Linen Bank	Sekhukhune	Makhuduthamaga	Dept.Programme management unit	-	-	-	-	1,000	1,000		
9.	Eensam	Clinic upgrade	Sekhukhune	Makhuduthamaga	Dept.Programme management unit	2008/09	800	1,070	2,220	3,200	7,270		
10.	Tswaing	Clinic upgrade	Sekhukhune	Makhuduthamaga	Dept.Programme management unit	2008/09	800	1,070	2,220	3,200	6,000		

11.	Ikage ng	Clinic upgrade	Sekhuk hune	Fetakgomo		2008/09	2,800	2,000	639	-	6,000		
12.	Nchab eleng	Clinic upgrade	Sekhuk hune	Fetakgomo	Dept.Programme management unit	2008/09	800	1,070	2,220	3,200	7,270		
13.	Bosch kloof	Clinic upgrade	Sekhuk hune	G/Tubatse	Dept.Programme management unit	2008/09	800	1,070	2,220	3,200	7,270		
14.	Matlala hospital roof upgrade	Matlala hospital roof	Sekhuk hune	G/Marble hall	Dept.Programme management unit	-	-	1,500	-	-	1,500		
15.	Clinics Water Supply & Sanitation	Clinic water supply	Sekhuk hune	All	Dept.Programme management unit	2008/09	4,020	3,040	3,220	3,400	12,700		

16.	Next identified clinics upgrade	Clinic upgrade	Sekhukhune	All	Dept.Programme management unit	-	-	-	-	15,400	22,500		
17.	Maint enance of Infrastructure	(18% of IGP)	Sekhukhune	All	Dept.Programme management unit	-	-	5,661	6,341	6,976	18,978		
18.	Life saving equipment 1st identify	Boilers,Air con,Electr	Sekhukhune	All	Dept.Programme management unit	-	5,002	2,000	3,400	14,390			
TOTAL REHABILITATION/UPGRADING						22,020		30,553	25,856	57,176	141,148		

4.2.2 Agricultural Projects: Limpopo Departments of Agriculture - 2009-10 CASP Projects List

NO	PROJECT NAME	Program	LOCAL MUNICIPALITY	PROJECT ACTIVITIES	ALLOCATED BUDGET		CONSTRUCTION PHASE
1	Matabane 12 Farmers (Tunnel Production)	Private/LRAD	Elias Motsoaledi	Irrigation infrastructure	3,600,000	3,600,000	15/11/2008
2	SLAG projects (Tunnel Production)	SLAG	Elias Motsoaledi	Irrigation infrastructure	1,000,000	1,000,000	15/11/2008
3	Makhuduthamaga Tomato Growers Association (5 farmers - Total ha 36.	Communal	Makhuduthamaga	Irrigation infrastructure	2,000,000	2,000,000	15/11/2008
4	Bothaspruit	Private	Makhuduthamaga	1X40000 ECPH - completion	900,000	900,000	31/10/2008
5	Thulane dairy project (Hakdoorndraai JS prt 12	LRAD	Elias Motsoaledi	Milk parlour, irrigation system and dermacation camps	1,543,588	1,543,588	
6	Masdan Invest	Private	Marble Hall	Animal handling facilities, 10ha irrigation system and access road	500,000	500,000	15/11/2008
7	Itireleng Disabled	LRAD	Marble Hall	Borehole, Electricity, Fencing, Special facilities Storeroom with ablution facilities	800,000.00	800,000	15/11/2008
8	Two piggery projects (Kgwedi and Sekhukhune SI)	Communal and state land	Tubatse	Piggery, 2 Unit	2,300,000	2,300,000	15/11/2008
9	Rietfontein Homeless people	SLAG	Tubatse	Irrigation system for Orchard	1,900,000	1,900,000	15/11/2008
10	One piggery unit (Malete)	LRAD	Elias Motsoaledi	Piggery, 1 Unit	1,500,000	1,500,000	15/11/2008

11	Mandulo Farming Project	LRAD	Elias Motsoaledi	Animal handling facilities.	1,000,000	1,000,000	15/11/2008
12	Fetakgomo Vegetable Growers Association (2 Kopano ke Matla and Gara Gopola)	Communal	Fetakgomo	Irrigation infrastructure	1,500,000	1,500,000	15/11/2008
13	Letswa Moung	Communal	Marble Hall	Animal handling facilities, development	Water 500,000	500,000	30/11/2008
SEKHUKHUNE DISTRICT TOTAL							19,043,588

LIMPOPO DEPARTMENT OF AGRICULTURE - 2009/12 RESIS PROJECTS LIST

Project Name	Municipality	Project description/ type of structure	Project duration		Programme	Project cost	State of readiness				
			Date: Start	Date: Finish			At start	Project Concept	Feasibility status	Tender	Preliminary Design
RESIS Projects											
Strydkraal (New 300 ha)	Fetakgomo	RESIS	2008 Apr	2010 Mar		2	26,400	Done	Done		To buy from Unie-Tech
De Paarl Pipeline	Makhudu Thamaga	RESIS	2009 Apr	2010 Mar		2	14,000	Done	Done		Done
De Paarl Infield	Makhudu Thamaga	RESIS	2010 Apr	2011 Mar		2	10,000	Done	Done		
Gataan	Makhudu Thamaga	RESIS	2009 Apr	2010 Mar		2	20,150	Done	Done		Done
Goedverwacht	Makhudu Thamaga	RESIS	2010 Apr	2011 Mar		2	12,000	Done			

Krokodilheuwel Conservation	Makhudu Thamaga	RESIS	2008 Mar	2010 Mar	2	6,050	Done	Done	To be advertised	Done	Done
Platkilp	Makhudu Thamaga	RESIS	2009 Apr	2010 Mar	2	12,000	Done	Done		Done	
Setlaboswane Conservation	Makhudu Thamaga	RESIS	2008 Mar	2010 Mar	2	4,400	Done	Done	To be advertised	Done	Done
Boschkloof	Tubatse	RESIS	2011 Apr	2012 Mar	2	9,199	Done	Done			
Steelepoortdrif 2	Tubatse	RESIS	2011 Apr	2012 Mar	2	16,000	Done	Done			
Sterkspruit	Tubatse	RESIS	2011 Apr	2012 Mar	2	47,000	Done				
Elandsdoring	Marble Hall	RESIS	2009 Apr	2010 Mar	2	6,000	Done				
Roodewal	Marble Hall	RESIS	2008 Apr	2009 Mar	2	2,000	Done				
Phetwane Conservation	Marble Hall	RESIS	2008 Mar	2010 Mar	2	2,200	Done	Done	To be advertised	Done	Done
Tompi Seleka - pipe line	Marble Hall	RESIS	2009 Apr	2010 Mar	2	2,000	Done	Done		To be re-designed	
Mogalatsane Conservation	Marble Hall	RESIS	2008 Mar	2010 Mar	2	3,850	Done	Done	To be advertised	Done	Done
Van der Merwes Kraal	Marble Hall	RESIS	2009 Apr	2010 Mar	2	25,080	Done	Done		Done	Done
Hereford	Elias Motsoaledi	RESIS	2008 Apr	2010 Jun	2	22,225	Done	Done	Document in progress	Done	Done
Total RESIS											

LIMPOPO DEPARTMENT OF AGRICULTURE - 2009-10 CASP PROJECT LIST

NO	PROJECT NAME	Program	LOCAL MUNICIPALITY	PROJECT ACTIVITIES	ALLOCATED BUDGET	CONSTRUCTION PHASE		
FOOD SECURITY								
1	Makola	Food security projects	Elias Motsoaledi	5ha drip irrigation	500,000	500,000	30/11/2008	
2	Kgwete Project	Poultry	Food security projects	Tubatse	4X1000 houses	500,000	500,000	30/11/2008
3	Nchabeleng Youth		Food security projects	Fetakgomo	Constructions of 4X1000 houses poultry	500,000	500,000	30/11/2008
TOTAL FOOD SECURITY						1,500,000		

LIMPOPO DEPARTMENT OF AGRICULTURE - 2009/12 RESIS AND GOVERNMENT FACILITIES PROJECTS LIST											
Project Name	Municipality	Project description/ type structure	of Project duration		Programme	Project cost	State of readiness				
			Date: Start	Date: Finish			At start	Project Concept	Feasibility status	Tender	Preliminary Design
Machacha contours	MAKHUDUTHAMAGA	Soil Structures	Cons 2009 Apr	2010 Mar	2	3,500	Done	Done		Done	Done
Mankotsana contours	Fetagkomo	Soil Structures	Cons 2009 Apr	2010 Mar	2	3,000	Done	Done		Done	Done
Total						8,841					
Varchwater		Statutory Refurbishment	Dam 2010 Apr	2011 Mar	2	2,000	Done	Done		Done	
Table Grapes	Marble Hall, Elias Motoaledi,	Irrigation	01 April 2007	01 March 2011	3	50,000					
Bio-Diesel Incubator Plant	Marble Hall Makhuduthamaga	& Processing Plant	01 April 2008	01 March 2011	5	25,000	Done	Done	Cancelled	In progress	
AGRIBUSINESS DEVELOPMENT HUB --NEBO	Makhuduthamaga, Marble Hall & Elias Motswaledi	Irrigation	01 April 2008	01 March 2011	5	30,000					

Agribusiness Market Access Facilities	All	Market	01 April 2007	01 March 2011	6	20,000					
Government Facilities											
Local Service Centres	All					420,000					
Tompi Seleka	Marble Hall	Upgrading bulidings, fencing etc.	on 2004 Apr	2010r	7	62,000	Done (13000)				
Tompi Seleka	Marble Hall	Upgrading bulidings, fencing etc.	on 2004 Apr	2010r	7	62,000	Done (13000)				

4.2.3 Water Department Projects : Capital Infrastructure Plan (Water)

Description	Funder	2008/09	2009/10	2010/11
REVITALISATION OF PROJECTS				
Tubatse Emergency Water Supply	LNW	R 3.5m	R 0.175M	
Nkadimeng Bulk Water Supply Phase 4	DWAF/LNW	R 8.0M	R 0.4m	
Flag Boshelo West Water Supply	DWAF/LNW	R 8.5m	R 0.425M	

Capital Projects (Water)

DESCRIPTION	FUNDER	2008/2009	2009/10	2010/11
Refurbishment of bulk reservoir	LNW	R 1.5m	R 1.5m	R 0.5m
Refurbishment of old pipelines	LNW	R 3.5m	R 3.5m	
Replacement and refurbishment of bulk meters	LNW	R 1.0m	R 0.5m	R 0.25m
Sewage jetting machine	LNW	R 4.0 m		

4.2.4 Education Department Projects

New constructions

Name of School	Municipality	Start Date	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('000)	Construction Budget 2010/2011 ('000)
1. Marble Hall High	Marble Hall	2008	5,593	13,000	23,037
2. Burgersfort (Driekop) High	Greater Tubatse	2008	1,500	24,000	600
3. Sekabate Primary	Greater Tubatse	2008	5,000	20,000	1,058
4. Iterele	Greater Tubatse	2008	5,000	14,837	1,531
5. Onani Primary	Elias Motswaledi	2010	-	-	18,750
6. Mamphokgo Primary	Marble Hall (Tsimanyane)	2008	13,000	4,000	109
7. Kabishe Primary	Greater Tubatse	2008	5,000	13,000	1,910
8. Photo Primary	Makhuduthamaga	2008	20,000	15,000	-
9. Matsepe Primary	Elias Motsoaldi	2008	1,000	15,000	19,000

New Circuit Office

Name of School	Municipality	Start Date	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('000)	Construction Budget 2010/2011 ('000)
1. Moutse	Elias Motoaledi	2008	4,000	24,000	2,578
2. Nebo	Makhuduthamaga	2008	4,000	24,000	2,578
3. Sekhukhune	Makhuduthamaga	2009	-	7,650	22,950

Circuit Offices (Commenced in 2007/2008) [Building Works]

Name of School	Municipality	Start Date	Construction Budget 2007/2008 ('000)	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('000)
1. Schoonord	Makhuduthamaga	2007	5,970	830	335

Circuit Office (Commenced in 2007/2008) [Civil Works]

Name of School	Municipality	Start Date	Construction Budget 2007/2008 ('000)	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('000)
1. Schoonord	Makhuduthamaga	2007	898	5,091	5,989

New Schools/ Offshoots

Name of School	Municipality	Start Date	Construction Budget 2009/2010 ('000)	Construction Budget 2010/2011 ('000)	Construction Budget 2011/2012 ('000)
1. Various New Schools	Various	2010	-	200,000	200,000
2. Various Offshoots	Various	2011	-	-	209,000

Schools Sanitation (Severe Overcrowding)

Name of School	Municipality	Start Date	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('000)	Construction Budget 2010/2011 ('000)
1. Masenyeletje Primary	Greater Tubatse	2008	37,000	-	-
2. Puputle High	Marble Hall	2008	37,000	-	-
3. Makaepa Primary	Elias Motsoaledi	2008	37,000	-	-
4. Malabe High	Makhuduthamaga	2008	37,000	-	-

5. Malese Primary	Elias Motsoaledi	2008	37,000	-	-
6. Zenzeleni	Elias Motsoaledi	2008	37,000	-	-
7. Makhwese High	Greater Tubatse	2008	37,000	-	-
8. Sekwena Primary	Makhuduthamaga	2008	37,000	-	-
9. Swike Primary	Makhuduthamaga	2008	37,000	-	-
10. Ndendeka	Elias Motsoaledi	2008	37,000	-	-
11. Mogohlwane High	Greater Tubatse	2008	37,000	-	-
12. Lesailane	Greater Tubatse	2008	37,000	-	-
13. Dimo	Marble Hall	2008	37,000	-	-
14. Mohlakeng High	Greater Tubatse	2008	37,000	-	-
15. Madikoloshe High	Greater Tubatse	2008	37,000	-	-

Upgrading and additions (Condemned Schools)

Name of School	Municipality	Start Date	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('001720)	Construction Budget 2010/2011 ('000)
1. Maphotle Primary	makhudu	2008	1,218	135	-
2. Bafedi p	mak	2008	1,545	172	-
3. Kalafong p	mak	2008	1,546	172	-
4. Eensgevonde h	mak	2008	1,541	171	-
5. Phokoane p	mak	2008	2,904	323	-
6. Manku p	ma	2008	1,244	138	-
7. Tantanyane p	gtub	2008	1,290	143	-
8. Gowe p	gt	2008	2,303	256	-
9. Paapa p	mak	2008	1,416	157	-
10. Tshihlo h	gt	2008	1,269	141	-
11. Lehlabah h	gt	2008	4,633	515	-
12. Marole h	gt	2008	805	89	-
13. Mokale p	gt	2008	637	71	-

14. Moripane h	mak	2008	368	41	-
15. Modiketsi h	mak	2008	640	71	-
16. Areikhuleng p	mak	2008	363	40	-
17. Moleshatlou h	mak	2008	17	2	-
18. Motlamotse h	Fetakgo mo	2008	640	71	-
19. Maphopha p	Makhud uthama ga	2008	696	77	-
20. S.M. Nkoana h	gt	2008	673	75	-
21. Ntake p	Greater Tubatse	2008	696	77	-
22. Sefufule p	Fetakgo mo	2008	696	77	-
23. Malegodi p	Fetakgo mo	2008	696	77	-

Condemned and Congested Schools (with inappropriate structures)

Name of School	Municipality	Start Date	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('000)	Construction Budget 2010/2011 ('000)
1. Kopanong Primary	Makhuduthamaga	2009	-	2,508	132
2. Mannyetha Primary	Fetakgomo	2009	-	5,179	273
3. Nala High	Elias Motsoaledi	2008	5,327	2,192	-
4. Matshire Primary	Elias Motsoaledi	2008	1,279	142	-
5. Moteti Primary	Elias Motsoaledi	2008	1,060	118	-

6. Dithamaga High	Elias Motsoaledi	2008	1,025	129	-
7. Reitumetse High	Elias Motsoaledi	2008	140	-	-
8. Slovo Park Primary	Elias Motsoaledi	2008	646	72	-
9. Rebone Primary	Elias Motsoaledi	2008	638	71	-
10. Abraham Serote High	Elias Motsoaledi	2009	-	2,633	139
11. Kenneth Masekela Primary	Elias Motsoaledi	2009	-	3,511	185
12. A.M. Mashego High	Elias Motsoaledi	2009	-	2,633	139
13. Phokanoka High	Elias Motsoaledi	2009	-	2,132	112
14. Njoma Primary	Elias Motsoaledi	2009	-	2,006	106

Table 89: Dinaledi Schools upgrading and revitalization

Name of School	Manicipality	Start Date	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('000)	Construction Budget 2010/2011 ('000)
1. Matshumane High	Makhuduthamaga	2009	-	20,000	20,000

Maintenance and Repairs (Former Model Schools)

Name of School	Municipality	Start Date	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('000)	Construction Budget 2010/2011 ('000)
1. Hoerskool Ben Viljoen	Elias Motsoaledi	2008	400	322	-

2. Mogale Wa Bagale Technical High	Greater Tubatse	2008	400	322	-
3. Laerskool Origstad	Greater Tubatse	2008	400	322	-

Condemned and congested Schools (Dilapidated Schools)

Name of School	Municipality	Start Date	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('000)	Construction Budget 2010/2011 ('000)
1. Mohalabje Primary	Makhuduthamaga	2008	6,000	4,225	-
2. Mohlarutse High	Greater Tubatse	2009	-	3,135	165
3. Good Hope High	Makhuduthamaga	2009	-	1,254	66
4. Thushanang ELSEN	Makhuduthamaga	2009	4,380	231	-
5. Bosele ELSEN	Elias Motsoaledi	2009	-	6,517	343
6. Gobetse High	Makhuduthamaga	2008	178	811	5,404
7. Ipelegeng ELSEN	Makhuduthamaga	2008	449	54	362
8. Ithuteng Primary	Makhuduthamaga	2008	118	669	787
9. Serema Commercial \$ Science	Makhuduthamaga	2008	512	2,903	3,415
10. Izikhali ze Mfundo High	Elias Motsoaledi	2008	303	1,714	2,017
11. Lekgoloane Primary	Makhuduthamaga	2008	292	598	3,987
12. Jane-Furse ELSEN	Makhuduthamaga	2008	202	1,146	1,349

4.2.5 Housing Projects

Sekhukhune District Municipality – 2008/09

Municipality	Planned Number of Housing Units	Physical Progress				Total Project Cost
		Foundations	Wall Plate	Roof & Finishes	Completed	
Fetakgomo	300	0	0	0	0	R 16,395,000
Marble Hall	100	0	0	0	0	R 5,465,000
Makhuduthamaga	300	26	0	0	0	R 16,395,000
Tubatse	300	0	0	0	0	R 16,395,000
Elias Motsoaledi	200	0	0	0	0	R 10,930,000
	1200	26	0	0	0	R 65,580,000

Sekhukhune MTEF Projections 2009/10-2011/12

SEKHUKHUNE DISTRICT						
PROGRAMME	2009/10		2010/11		2011/12	
	Units	R'000 Million	Units	R'000 Million	Units	R'000 Million
BLOCKED PROJECTS	2,105	102	2,083	113	2,083	119
SETTLEMENT UPGRADING	1,063	51	1,181	64	1,181	68
PHP	151	7	168	9	168	10
RURAL HOUSING	151	7	168	9	168	10
INSTITUTIONAL HOUSING	71	3	79	4	79	5
TOTAL	3,541	170	3,679	199	3,670	212

Fetakgomo Priority Housing Project

- RDP and Social Housing Project on farm Diamant 422 KS
- Commence with processes to obtain four strategically located farms to consolidate urban structure around Apel, Atok and Mphanama

Atok:

- Diamant 422 KS
- Middelpunt 420 KS

Apel:

- Hoeraroep 515 KS
- Eerste Regt 502 KS

Mphanama: Area to the north of Mphanama

- Continue with annual formalisation/construction of infill units within the existing villages.

4.2.6 Road Projects

Table 95: Road Maintenance Plan

ACTIVITY	DISCRIPTION	Local Municipality	2009/10 Budget (R'000)	2010/11 Budget (R'000)	2011/12 Budget (R'000)
ROUTINE MAINTENANCE:	3128km	All under Sekhukhune District	56,236	63,483	66,657
1. BLADING	Total gravel : 1820km	All under Sekhukhune District			
2. SURRFACE PATCHING	Total paved roads: 1308km	All under Sekhukhune District			
3. ROAD RESERVE	3128km	All under Sekhukhune District			

4.REGRAVELLING	78km	All under Sekhukhune District			
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Table 96: EPWP Plan

Project	Description	Local Municipality	Planning & design FY	Overall Budget (R'000)	2009/10 Budget (R'000)	2010/11 Budget (R'000)	2011/12 Budget (R'000)
Access road to Magistrates Office (1KM)	Upgrading of the access road to Sempupuru Magistrate Office in Dennilton	Elias Motswaledi	2008/2009	2,300	2,300		
D2900 Maklerekeng 2.0KM)	UPGRADING	Marble Hall	2008/2009	4,600	4,600	18,250	27,850
D4150-Burgerfort to Tubatse (2.0KM)	Upgrading of Pedestrian Footpath	Greater Tubatse	2008/2009	1,600	1,600		
D4190-Jane Furse to Ga-Malekana (2.0KM)	Upgrading of Pedestrian Footpath	Makhuduthamaga	2008/2009	1,600	1,600		

4.2.7 National Development Agency Projects for Sekhukhune District Table 97X: National Development Agency Projects

1. Fetakgomo Farming Coop Ltd	Fetakgomo	R1, 489, 322.00
2. Heifer Project	Makhuduthamaga/Elias Motsoaledi	R1, 417, 310.00
3. Humana People to People	Tubatse	R 658, 366.00
4. Mpheleng Community Crèche	Elias Motsoaledi	R 393, 600.00
5. Operation Hunger	Tubatse	R 652, 879.00
6. Sekele Development Forum	Makhuduthamaga	R 390, 107.00
7. Youth With A Vision	Elias Motsoaledi	R1, 090, 868.00
8. Makhutso Comm. Empowerment Economy	Makhuduthamaga	R1, 569, 510.00
9. Tsogang Water and Sanitation	Tubatse	R1, 144, 022.00
10. Marishane Integrated Community Dev. Initiatives	Makhuduthamaga	R1, 206, 890.00
11. Mamakukapitsi Projects	Makhuduthamaga	R1, 030, 244.00
12. Patantshwana Comm. Dev. Centre	Makhuduthamaga	R1, 150, 870.00

13. Tshabadi maketse	Makhuduthamaga	R 121, 400.00
14. Bulamahlo Pre-School	Makhuduthamaga	R 205, 200.00
15. Seraki Pre-School	Tubatse	R 241, 200.00
16. Phakgamang Comm. Resource Centre	Makhuduthamaga	R1, 337, 851.00
17. Makhuduthamaga Dev. Consortium	Makhuduthamaga	R2, 035, 184.00
18. Sekhukhune Farmers Dev. Trust	Makhuduthamaga/ Elias Motsoaledi	R 680, 760.00
19. Mamone RDP Committee	Makhuduthamaga	R 105, 200.00
20. Senyanyathi Pre-School	Makhuduthamaga	R 200, 000.00
21. Letholong Pre-School	Makhuduthamaga	R 247, 200.00
22. Mathume Crèche	Makhuduthamaga	R 183, 400.00
23. Dennilton Project Alliance	Elias Motsoaledi	R1, 010, 760.00
24. Phela O Phedishe Health and Welfare Care Group	Fetakgomo	R1, 935, 671.00
25. Itireleng Development and Educational Project Trust	Greater Tubatse & Fetakgomo	R1, 627,750.00
Total Commitment	R 22 125 564.00	

5. INTEGRATION PHASE

This chapter reflects a summary of the various sector plans that the district has developed. The integration phase serves to ensure that all proposed projects and programmes are in line with the existing sector plans.

The integration process requires that all sector plans are in place. The following are the existing sector plans which have been developed by the district municipality:

5.1 Spatial Development Framework

In terms of the Municipal Systems Act, an SDF is a component of an IDP. The act requires that it be compiled to give effect to the IDP. It is a legal framework that is desired to implement an IDP. It sets out objectives that reflect the desired spatial form of the district. The spatial development framework guides and informs all decision of the municipality relating to land use development and land planning. It guides and informs the direction of growth, major movement routes, special development areas and conservation of areas by:

- Indicating desired pattern of land use
- Addressing the spatial reconstruction of the location and nature of development in the district.
- Providing strategic guidance in respect of the location and nature of development in the district.
- Indicating where public and private land development and infrastructure development should take place.
- Indicating desired or undesired utilization of space in a particular area within the district.
- Delineating urban edge.
- Identifying areas where strategic intervention is required.
- Indicating where priority spending is required from a district point of view/scale for municipal but for district wide projects.

GSDM has recently compiled a review of the SDF. The reviewed draft is in place and has identified the following spatial development objectives and principles:

- To actively protect, enhance and manage the natural environmental resources in the municipality in order to ensure a sustainable equilibrium between the mining, tourism and agricultural industries in the area.
- To optimally capitalize on the strategic location of the District by way of strengthening internal and external linkages within provincial and regional context.
- To utilize the natural environmental and cultural historic features in the District as anchors from which to promote ecotourism and conservation.
- To maximally utilize the mining potential in the district by way of the development of the Dilokong Corridor.
- To promote commercial farming and food production along the Olifants River and Steelpoort River drainage systems in the District.

- To facilitate small scale and subsistence farming activities throughout the remainder part of the municipal area.
- To promote industrial/commercial development in the District with specific emphasis on agro-processing in the agricultural belt (Groblersdal), and mining/ore-processing in the mining belt (Tubatse).
- To create a strong east-west movement/development corridor in the District functionally linking the tourism precincts, mining belt and agricultural belt to one another, and to the markets of Gauteng Province along the Moloto Corridor.
- To supplement the District east-west corridor by way of three functional north-south corridors:
 - N11: Agriculture, Commerce
 - R583: Institutional, Residential
 - R33: Mining
- To ensure equitable access to social infrastructure and to promote Local Economic Development by way of an evenly distributed range of Multi Purpose Community Centres to be established throughout the District.
- To consolidate the urban structure of the district around the highest order centres by way of infill development and densification in Strategic Development Areas.
- To establish a functional hierarchy of towns and settlements in the District based on the regional function and spatial distribution of these centres.

5.2 Land Use Management System

Land use management system is a permutation of tools and mechanisms developed together in order to manage, control, influence and regulate the use of land. This system includes the IDP with spatial development framework as its component that scales down to a land use scheme and ultimately to the building plans. LUMS are put in place to effect a uniform system and procedures for land development and land use management and addresses the plethora and imbalances of the past.

GSDM has initiated a LUMS project for its local municipalities. The draft LUMS are in place. Promulgation of the LUMS has been hampered by the delay in the promulgation of the national land use management bill that provides for regulation of land use management.

5.3 Local Economic Development Plan

The plan is based on identified development needs, opportunities and comparative advantages of the area, and guides the District Municipality to create and facilitate economic development, unlock the latent economic development potential, encourage private sector investment and job creation.

The plan is to be used as a tool by the District Municipality to ensure the dedicated and effective utilization of available resources to promote local economic development in a proactive and dynamic manner.

Implementation of this LED strategy urges (1) the need to establish the proposed institutional drivers. These establishments need to be accompanied by (2) a political ambition to ensure success. This ambition can be initiated and developed through the inclusion of all interested and affected parties, stakeholders and role players during the planning and implementation phases. By including all of these (3) a political will, interest and communication are stimulated which, all together will contribute to the success of the strategy.

Another important aspect for successful implementation is (4) to ensure that all involved take ownership of the programmes and projects. Without the taking of ownership of a programme and/or project, success cannot be seen at the end of the tunnel. It is also important (5) to incorporate the monitoring and evaluation elements of the strategy into the performance management system of the Greater Sekhukhune District Municipality, to ensure accountability and responsibility for implementation and eradicate potential conflicts.

5.4 INTEGRATED TRANSPORT PLAN (ITP)

The Greater Sekhukhune District Municipality undertook a project to update the Integrated Transport Plan (ITP) for its area of jurisdiction during, whereby the final draft report was completed in March 2007. The report is still pending the Council approval. The ITP was prepared, as required in terms of section 27 of the National Land Transport Transition Act, No.22 of 2000 (NLTAA), as amended. The ITP attends to the public and private modes of transport, infrastructure, facilities and services. The Integrated Transport Plan constitutes a transport sector input into the IDP process.

For implementing the NLTAA, the Minister of Transport published the minimum requirements for the preparation of the ITP (Government Gazette No. R25245 dated 1 August 2003). This publication provides for the minimum requirements for the structure and contents of the ITP document.

A data collection process preceded the ITP. The aim of that process was to gain an idea of the current situation in the Greater Sekhukhune District Municipality (GSDM) in terms of transportation utility. One of the data collection process is called the Current Public

Transport Record (CPTR). The final updated CPTR report was completed in November 2006. This included surveys of taxi operations at taxi ranks.

Subsequently, the Operating Licensing Strategy, Rationalization Plan and Public Transport Plan for the GSDM were updated, and are components of the Integrated Transport Plan.

Further research was done into road infrastructure development plans and operational plans, such as Road Safety, Travel Demand Management, freight and commodity flow data collection and demographic data. The ITP and Land Development Objectives should be complementary.

The ITP indicates that GSDM should focus its efforts and resources on the following strategic components of transportation:

a) Capacity and skills development

- Training of officials in integrated transportation planning and land-use planning
- Recruitment of transport planners and engineers
- Procurement of consulting engineering services for consistent and continuous advice and for undertaking ad hoc projects

b) Addressing the service backlog

- Motivate subsidized public transport coverage in the GSDM with the objective of reducing the cost of travel
- Install public transport infrastructure such as shelters, lay-bys and inter-modal facilities
- Upgrade the road infrastructure and the streets between residential and business nodes, giving special attention to the Greater Tubatse Area.

c) Travel Demand Management (TDM)

- Manage congestion through TDM measures such as signalization, bus lanes, reversible lanes in urban areas and the upgrading of intersections
- Develop a non-motorized transport plan and implement projects.

d) Road safety

- Develop a Central Communications Centre for incident management
- Perform road safety audits
- Address hazardous locations
- Motivate law enforcement at strategic locations
- Conduct education and communication campaigns.

The way forward is to submit motivations for the prioritized projects in the Integrated Transport Plan (ITP) and the Integrated Development Plan (IDP). The construction and maintenance of public transport facilities and roads are in most cases labour-intensive, and are appropriate mechanisms to promote job creation.

5.5 Integrated Waste Management Plan

The purpose of this Integrated Waste Management Plan (IWMP) is to enable Sekhukhune to progressively develop an Integrated Waste Management System (IWMS) capable of delivering waste management services to all households and businesses.

Implementation requires that Sekhukhune move away from traditional “end of pipe” solutions (the dominant practice in South Africa) that focus on waste after it has been generated: Collection – Transport – Land-filling.

National policy requires municipalities to implement an IWMS where the focus is on prevention and minimization of waste, recycling of waste and treatment that is able to reduce the potential harmful impacts of waste. Only after these efforts, should remaining waste be disposed of at a landfill.

Integrated Waste Management is based upon waste generators acting responsibly by separating their waste at source (the point of generation) and then properly recycling, storing and disposing of the different parts of the waste. Government must ensure that there is waste management service delivery system providing a network of collection and disposal options so that generators can effectively exercise their responsibilities. Thus, Integrated Waste Management combines personal responsibility with government service delivery. Appropriate education and training is required for everyone.

A key element of the IWMS is home use of organic waste (composting or animal feed) as this eliminates the need for collection, transport, treatment and disposal of as much as 50% of the waste stream.

Non-organic recyclable material, when separated at source has higher value, is more easily routed to end users and can be recovered at a far higher efficiency rate than when it is salvaged at a landfill site. In the IWMS will create new forms of safe employment with better remuneration while education and training enables salvagers to take advantage of new career path.

Alternative solutions

The Feasibility Study describes two options for the waste management system in Sekhukhune. Only option 2 contains key elements for an IWMS. Option 1 presents a strategic with “end of pipe” services and shows the potential costs of waste management in Sekhukhune without incorporating integrated strategies.

An overview of all options is shown in the table 74 below.

Strategy options

	Core elements Waste Management Strategy			Integrated strategies	
	Collection	Transport	Disposal	Recycling	Treatment
Option 1	House to house service provided by the Municipality	Operation of collecting points and transport with trucks and donkey carts (rural areas) provided by the Municipality	Rehabilitation and/or operation of 7 landfill sites according to DWAF's MR Rehabilitation and closure of 15 dumpsite	On the landfills by private contractors	No composting MBWT may be considered

Overview of feasibility options

These projects have two fundamental economic flaws.

Income is derived from the sale of salvaged recyclables only. The value gained by the municipality in reduced land fill costs is not seen as linked to the project and the salvagers do not receive any portion of this value.

In end of pipe salvaging, waste is first mixed at source and then transported by the municipality to the land fill where it then has to be separated and transported once again. The added costs significantly reduce the revenue available to the salvagers.

5.6 Integrated Environmental Management Plan (DIEMP)

The document is not yet approved. To avoid long term accumulated negative effect, the District has started implementing some of the recommendations mentioned in the document.

5.7 Air Quality Management Plan

The District is busy finalizing the Air Quality Management Plan (DAQMP) which will give raise to many related projects and programmes addressing the issues on the ground. The District is also working on the formulation of the Municipal Health Services By-Law that will alleviate some of the environmental challenges.

5.8 Water Services Development plan

Residential consumers of water

- 42% of Rural consumer units are below the RDP standard;
- 100% of Rural farmland units are estimated to be below the RDP standard;
- Although no reliable information is available it is estimated that 90% of rural scattered and 20% of rural dense consumer units are below the RDP standard.

Residential consumers of sanitation

The following situation exists within rural areas:

- Rural Dense: 40% below the RDP standard;
- Rural Village: 75% below the RDP standard;
- Rural Scattered: 90% below the RDP standard;
- Rural Farmland: 95% below the RDP standard.

Future trends and goals

- The goal of the Sekhukhune WSA is to provide everyone with an adequate and reliable supply of water and to manage the water supply services in an affordable, equitable and sustainable manner.
- The target is that 30% of the RDP backlog in water supplies and 50% O and M deficiencies are to be eliminated by Dec 2008. 100% coverage should be achieved in 2012.
- The sanitation target is to eliminate 30% of the backlog by 2010, 50% by 2015 and 100% by 2016.
- VIP latrines (properly designed and constructed including **fly-screens**) will be the standard solution to sanitation for most consumers outside the defined Growth Points, including low cost housing schemes.
- The RDP backlog and O and M deficiencies in water-borne sanitation systems are to be eliminated by Dec 2008 and on-site dry installations, VIP latrines, are to be provided to all households by Dec 2016.
- On-site monitoring of Groundwater is to be instituted on all Groundwater Supply Schemes that have on-site sanitation by 2015.

Strategic gap analysis

- Monitoring of water supply quality is to be introduced on all schemes. Data to be collected on a Sub-Scheme basis. Little or no data is currently available.
- Ground water quality is to be implemented on all groundwater schemes where there is on-site sanitation (dry or wet). No data is currently available.
- Lack of a single data base for water schemes.
- Groundwater data being held up due to non – submission of GRIP data base.
- Transfer of Schemes and ex. DWAF staff to WSA and local Wasps is proving to be problematic, due in part to an oversupply of unskilled operational personnel on the one hand and a shortage of skilled personnel, engineers, technicians and scientists on the other.
- Shortage of engineers and technicians to design, implement, manage, monitor and evaluate schemes.

Implementation strategy

- An O and M budget allocation for on-going refurbishment and defective and badly maintained infrastructure has been allowed.
- Focus will be placed on labour-intensive construction methods for refurbishment, maintenance and water supply projects.
- A water demand management programme is to be initiated.
- The sanitation programme to be increased to meet the sanitation targets of 13 068 units per year.
- Abstraction rates and water quality to be monitored for all groundwater resources.
- Effective control of discharges from all WWTW within SDM to be developed and initiated.
- A management model to be developed for the 546 villages, over 40 sub-water scheme areas and thousands of boreholes within the SDM. The fundamental approach for SDM must be decided within the Section 78 process.

5.9 Disaster management plan

The main purpose of the Disaster Management Plan (DMP) is *inter alias* to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at risk. The DMP is in line with national policy (National Disaster Management Framework), which requires the following:

- The compilation of a Disaster Management Framework (policy).
- The execution of a detailed disaster hazard, vulnerability and risk assessment.
- The compilation of disaster risk reduction measures.
- The compilation of appropriate Standing Operating Procedures (SOP's).
- Establishment of a District Disaster Management Centre (DDMC).
- Establishment of a Disaster Management Advisory Forum.
- Capacity Building, training and awareness programmes.

Hence, to accommodate the above-mentioned requirements, the DMP for Greater Sekhukhune District Municipality (GSDM) comprises various plans, namely;

- District Disaster Management Framework (policy).
- Disaster Hazard, Vulnerability and Risk Plan.
- Disaster Risk Reduction Plan.
- Disaster Response and Recovery Plan (SOP's and checklists).

- District Disaster Management Centre Plan.
- Guidelines to establish the Disaster Management Advisory Forum and Volunteer Contingent.

5.10 Performance Management System

5.10.1. Introduction

The Greater Sekhukhune District Municipality has institutionalized the Culture of Performance Management among its Political Office Bearers, Councilors and its Administration. This has ensured that the service delivery is administered in an economical, effective, efficient and accountable manner.

Performance Management System and the IDP process are seamlessly integrated. Whereas the IDP fulfils the planning stage, Performance Management in turn fulfils the implementation, management, monitoring and evaluation of the IDP.

It is critical to note that PMS should provide a mechanism and facilitate an increased accountability between the following role players:

- The Community and the Municipal Council
- The Political and Administrative components of GSDM.
- Each department and the office of the Municipal Manager

Furthermore, PMS does facilitate learning and improvements by outlining the approaches bring the desired impact to enable GSDM improve delivery. Also that PMS forms the basis for Monitoring, Evaluation and Improving IDP implementation.

PMS provides early warning diagnostic signals of the potential risks that are likely linked to implementation of the IDP. Such Timeous information on risks enables facilitation of interventions.

5.10.2 Principles of PMS

The following principles have successfully been the core foundation of PMS processes:

Principle	Intervention
Ownership and Support	The PMS should be owned by the municipality and supported by other spheres of government.
Participatory	The system must place the GSDM community at the centre of local government processes
Linkage/Integration	Performance Management system must be linked to the IDP Framework. PMS and IDP complement each other, therefore PMS planning

	phase must occur within the IDP/Budget planning phase.
Compatibility	The PMS must be developed and implemented within available capacity and resources. It must be user-friendly enabling the municipality to manage it within its existing institutional and financial resources.
Alignment	The system must align to other municipal activities and allow for joint responsibility and accountability.
Fair and objective	Performance management will be founded on fairness and objectivity in the recognition of poor or good performance.
Decision making	PMS decision making processes will not be used to victimize or give an unfair advantage to an individual or group of people.
Politically Driven	The political principals must buy in and participate and take a lead in development and implementation of the system.

5.10.3. Roles and responsibilities

The following are Roles and Responsibilities of various stakeholders critical to the implementation of PMS and are outlined as follows:

Stakeholders	Planning	Implementation	Monitoring & Analysis	Reviewing	Reporting
Executive Mayor	1. Facilitate development of IDP and PMS		1. Receive monthly reports on implementation of PMS	1. Review performance of MM quarterly	1. Report on organizational performance to the Council
Municipal	1 Assign overall	1. Oversee	1. Evaluate reports	1. Use audit report to	1. Submit

Manager	<p>planning of PMS</p> <p>2 Manage development of departmental managers performance management systems,</p> <p>3 Manages development of subordinate's performance management systems.</p>	<p>implementation of PMS alignment with other systems.</p> <p>2. Manage implementation of subordinate performance measurement systems.</p>	<p>from HODs.</p> <p>2. Propose adjustment on the basis of report.</p> <p>3. Identify underperformance in respect of department and employee performance.</p>	<p>evaluate performance.</p> <p>2. Assess performance according to plans.</p> <p>3. Propose measures for improvement.</p> <p>4. Assess subordinates performance quarterly.</p>	<p>Performance reports to:</p> <p>-Council</p> <p>-Council Committee</p> <p>-Community, on quarterly basis.</p>
IDP COMMITTEE	<p>1. Co-ordinate and manage PMS</p> <p>2. Report to Council on PMS</p> <p>3. Assign PMS responsibility to MM.</p>			<p>1. Receive reports from internal audit committee.</p> <p>2. Make recommendations based on the reports.</p>	<p>1. Receive quarterly and annual reports and make recommendations to management.</p>
Staff	<p>1. Participate in developing Departmental plans.</p> <p>2. Participate in developing own performance measurement</p>	<p>1. Execute individual plans</p>	<p>1. Report on performance to line managers.</p>	<p>1. Participate in review of departmental plans and own performance and make necessary adjustment.</p>	<p>1. Submit reports on performance to line managers.</p> <p>2. Receive reports on own performance from HODs.</p>
Council Committee	<p>1. Make inputs in divisional plans</p> <p>2. Responsible for public participation</p>			<p>1. Review divisional plans</p> <p>2. Participate in quarterly review of committees.</p>	<p>1. Receive departmental reports.</p> <p>2. Receive performance reports from MM.</p> <p>3. Make recommendations to council.</p>

Council	<ul style="list-style-type: none"> 1. Assign PMS responsibility to IDP committee. 2. Adopt PMS Framework, Indicator and Set targets. 3. Ensure PMS is in line with IDP 		<ul style="list-style-type: none"> 1. Appoint Audit Committee. 2. Monitor Municipal Performance. 	<ul style="list-style-type: none"> 1. Review Municipal Performance reports and make recommendations on performance of departments, MM, and Executive Mayor, and Executive Committee. 	<ul style="list-style-type: none"> 1. Submit annual report to Auditor General/ MEC. 2. Receive reports from MM. 3. Receive reports from performance audit committee.
Internal Audit Committee			<ul style="list-style-type: none"> 1. Develops reporting procedures. 	<p>Assess:</p> <ul style="list-style-type: none"> 1. Functionality of PMS. 2. PMS complies with the Act. 3. Reliability in measuring performance. 4. Audit performance measurement of municipality. 	<ul style="list-style-type: none"> 1. Submit reports to performance audit committee,
Audit Committee			<ul style="list-style-type: none"> 1. Develop reporting procedures and formats. 2. Develop code of conduct for its members. 	<ul style="list-style-type: none"> 1. Receives reports from the internal audit committee. 2. Make comments on reports. 	<ul style="list-style-type: none"> 1. Submit reports to the council.
Auditor General			<ul style="list-style-type: none"> 1. Ensures legal compliance. 		<ul style="list-style-type: none"> 1. Receives annual reports. 2. Represented in the council when annual report is adopted.

5.10.4. Accountability structure during the review process

Lines of Accountability	Review role/Input
Supervisor and Municipal Manager	Review performance of employees reporting directly to them (quarterly)
Line/Functional Managers	Review performance of their respective functional areas(Monthly)
Standing/Portfolio Committees	Manage and review performance of sectors and function respective to their portfolios.
Executive Management (Section 57) Teams	Review performance of the organization constantly(monthly)
Executive or Mayoral	Review performance of the administration
Council	Review the performance of the Municipal Council, Its Committees and the Administration.
The Public	Review the performance of the Municipality and Public representatives (Councilors).

5.10.5. Conclusion

It is critical to note that Organizational Performance is integrally linked to that of the staff and Council performance. The two cannot exist independently without concerted and aligned PMS processes. The relationship between staff performance and Council performance starts from the planning, implementation, monitoring up to review of PMS.

6. Conclusion

It is required that sector plans should be reviewed annually with the IDP in order to incorporate new changes and developments in the district. The district has reviewed the Water Services Development Plan, District Spatial Development Framework, and also developing the Environmental Management Plan as well as Air Quality Management Plan.

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